

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
CITY MANAGER						
City Manager	1	1	1	1	1	1
Deputy City Manager	1	1	0	2	2	2
Assistant City Manager	1	1	1	0	0	0
Sr Exc Adm Support Coordinator	1	1	1	1.25	1.25	1.25
Intern	0	0	0	0.75	0.5	0
Management Assistant-PIO	1	1	1	1	1	1
Exc Admin Assistant	0	0	0	1	1	1
Total	5	5	4	7	6.75	6.25
CITY CLERK						
Exc Admin Assistant	0	1	1	1	1	1
City Clerk	1	1	1	1	1	1
Deputy City Clerk	1	1	1	1	1	1
Total	2	3	3	3	3	3
CAPITAL IMPROVEMENTS						
CIP Director	0	0	0	1	1	1
Capital Improvements Engineer	0	0	0	2	2	2
Engineering Technician III	0	0	0	1	0	0
Engineering Technician IV	0	0	0	3	2	2
Intern	0	0	0	0	0.5	0.5
Management Assistant -PIO	0	0	0	1	1	1
Project Manager I	0	0	0	2	3	3
Project Manager II	0	0	0	2	2	2
Secretary	0	0	0	1	1	1
Senior Project Manager	0	0	0	6	6	6
Total	0	0	0	19	18.5	18.5
HUMAN RESOURCES						
Clerk Typist	1	1	1	1	1	1
Human Resources Analyst	1	1	1	0.75	0.75	0.75
Human Resources Assistant	1	1	1	0	0	0
Human Resources Manager	1	1	1	1	1	1
Intern - Temp	0	0	0	0	0.5	0
Risk Management Assistant	0	0	0	0.5	Transfer	Transfer
Risk Manager	1	1	1	1	Transfer	Transfer
Secretary	1	1	1	1	1	1
Human Resources Specialist	0	0	0	1	1	1
Total	6	6	6	6.25	5.25	4.75
RISK MANAGEMENT						
Risk Management Assistant	0	0	0	Transfer	1	1
Risk Manager	0	0	0	Transfer	1	1
Total	0	0	0	0	2	2
LAW						
Asst City Attny-Chief Prosecutor	1	1	1	1	1	1
Asst City Attny-Civil I	1	1	1	2	2	2
Asst City Attny-Civil II	1	1	1	1	1	1
Asst City Attny-Prosecution	4	4	4	4	4	4
City Attorney	1	1	1	1	1	1
File Clerk	1	1	1	1	1	1
Legal Clerk	1	1	1	1	1	1
Intern	0.5	0.5	0.5	0.25	0.25	0.25
Secretary	1	1	1	1	1	1
Total	11.5	11.5	11.5	12.25	12.25	12.25

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
INFORMATION SYSTEMS						
Client Service Administrator	0	0	0	1	1	1
Computer Tech I	1	1	1	1	2	1
Computer Tech II	0	0	0	1	0	1
Computer/Data Ent Operator-temp	1	1.5	0.5	0.5	0.5	0
Data Base Analyst	0	0	1	1	1	1
Data Communications Tech	1	1	1	0	0	0
GIS Manager	1	1	1	1	1	1
GIS System Analyst	1	1	1	1	1	1
GIS Technician	0	0	0	0	1	1
GIS Temporary	0	0	0	1.5	0	0
Info. Sys. Customer Svc. Rep.	0	0	1	1	1	1
Info. Sys. Specialist	1	1	1	0	0	0
Information Systems Mgr.	1	1	1	1	1	1
Intern	1	1	2.25	0.75	2.25	0.75
Network Administrator	1	1	1	0	0	0
Network Analyst	0	0	0	1	1	1
Network Analyst I	0	0	0	0	1	0
Programmer/Analyst I	1	1	1	1	1	1
Senior GIS Technician	1	1	1.5	1	1	1
Software Support Tech	0	1	1	0	0	0
Total	11	12.5	15.25	13.75	15.75	12.75
MANAGEMENT SERVICES						
Acct. Clrk/Switchbd Oper.	0.5	0.5	0.5	0.5	0.5	0.5
Buyer	1	1	1	3	1	1
Clerk Typist	0	0	0	0	0.25	0
Financial Services Director	1	1	1	1	0	0
Contracts Assistant	1	1	1	2	1	1
Grants/Contract Manager	1	1	1	1	Transfer	Transfer
Mail/Duplication Aide	1	1	1	1	0.75	1
Mail/Office Clerk	1	1	1	1	1	1
Management Services Director	1	1	1	1	1	1
Purchasing Assistant	1	1	1	1	1	1
Purchasing Director	1	1	1	1	1	1
Purchasing Manager	0	1	0	0	0	0
Real Estate Manager	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Senior Buyer	1	1	2	0	2	2
Storekeeper	1	1	1	1	1	1
Total	13.5	14.5	14.5	15.5	12.5	12.5
SALES TAX						
Account Clerk II	1	1	1	1	1	1
Auditor II	2	2	2	2	2	2
Revenue Collector	2	2	2	2	2	2
Sales Tax Clerk	1	1	1	1	1	1
Tax Licensing & Revenue Adm	1	1	1	1	1	1
Clerk Typist	0	0.75	0.75	1.25	1.5	1.5
Total	7	7.75	7.75	8.25	8.5	8.5
LIBRARY - CITY/GRANTS						
Librarian	2	2	1	1	1	1
Library Supervisor	2	2	2	2	2	2
Library COE Aide	0.25	0.25	0.25	0.25	0.25	0.25
Library Assistant Clerk	0	0	0	0.5	0.5	0.5
Library Assist. I	11	11.75	12.25	12.75	14	11.75
Library Assist. I (temp)	2	2.5	2.25	2.25	2.25	3.75
Library Assistant II	2	2	2	2	2	2
Library Cataloging Assist.	1	1	1	1	1	1
Library Clerk I	4.75	4.25	5.75	5.75	6.25	6.25
Library Clerk I (temp)	2.75	2.75	1.5	1.75	1.75	1.5
Library Director	1	1	1	1	1	1
Library Inf. Syst. Coord.	1	1	2	2	2	2
Library Manager	2	2	2	2	2	2
Library Page	2	2	2	2	2	2
Library Page (temp)	1	1.5	1.5	1.5	1.5	1.5
Secretary	1	1	1	1	1	1
Total	35.75	37	37.5	38.75	40.5	39.5

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
FINANCE						
Account Clerk II	1	1	1	0	0	0
Account Clerk III	1	1	1	1	0	0
Accountant I	2	2	2	1	1	1
Accountant II	2	2	2	4	4	4
Acct. Clrk/Switchbd Oper.	2	2	2	2	2	2
Accts Payable Specialist	0	0	0	0	1	1
Grants/Contracts Manager	0	0	0	Transfer	1	1
Finance/Budget Manager	1	1	1	1	1	1
Payroll Assistant	0	0	0	1	1	1
Payroll Specialist	1	1	1	1	1	1
Total	10	10	10	11	12	12
MPO						
Intern	0	0	0	0.25	0.25	0.25
Transportation Planner	1	1	1	1	1	1
Total	1	1	1	1.25	1.25	1.25
COMMUNITY DEVELOPMENT ADMIN						
Community Development Dir.	1	1	1	1	1	1
Development Services Rep	2	2	2	2	2	2
Development Services Supv	0	0	0	0	1	1
Secretary	1.75	2	2	2	2	2
Switchboard/Info Track Spec	0	0	0	0	0.5	0
Switchboard Operator	1	1	1	1	1.25	1.25
Total	5.75	6	6	6	7.75	7.25
ENGINEERING						
Clerk Typist	0	0	0	0	0.75	0.75
Capital Impr. Eng.	1	1	1	transfer	0	0
City Engineer	1	1	1	1	1	1
Civil Engineering Proj. Mgr. I	0	1	0	0	0	0
Clerk Typist	0.75	0.75	0.75	0.75	0	0
Construction Manager	1	1	1	1	1	1
Engineering Technician I p-time	0.5	0.5	0.5	0.5	0.5	0.5
Engineering Technician II	2	2	2	2	1	1
Engineering Technician III	2	2	1	transfer	1	1
Engineering Technician IV	2	2	3	2	2	2
Inspector I	4	4	4	4	4	4
Inspector II	2	2	2	2	2	2
Material Tech I (temp)	0.75	0.75	0.75	0.75	0.75	0.75
Materials Tech. I	1	1	1	1	1.75	1.75
Materials Tech. II	1	1	1	1	1	1
Private Dev. Eng.	1	1	1	1	1	1
Project Mgr. (temp)	1	1	1	0	0	0
Project Mgr. I	3	4	5	4	4	4
Project Mgr. II	2	2	2	2	2	2
Secretary	1.25	1	1	1	1	1
Sr. Project Mgr.	4	4	4	transfer	0	0
Stormwater Manager	1	1	1	1	1	1
Survey Party Chief	1	1	1	1	1	1
Survey/Mapping Superv.	1	1	1	1	1	1
Traffic Eng. Mgr.	1	1	1	1	1	1
Traffic Projects & R/W Mgr.	1	1	1	1	1	1
Total	36.25	38	38	29	29.75	29.75
BUILDING INSPECTION						
Building Clerk	1	1	1	1	1	1
Building & Safety Director	1	1	1	1	1	0
Building & Develp Services Dir	1	1	1	1	1	1
Inspector I	4	4	4	4	4	4
Inspector II	3	3	3	3	3	3
Plans Examiner	3	3	3	3	2	3
Total	13	13	13	13	12	12

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
PLANNING						
Associate Planner	3	3	3	3	3	3
Census 2000 Coordinator	0	0.5	0	0	0	0
Current Planner	1	1	1	1	1	1
Development Fee Manager	0	0	0	0	1	0
Development Review Planner	1	1	1	1	1	1
Housing Planner	1	1	1	1	1	1
Housing and CD Specialist	1	1	1	1	1	1
Long Range Planner	1	1	1	1	1	1
Planner	1	1	2	2	2	2
Planning Director	1	1	1	1	1	1
Planning Technician	1	1	0	0	1	1
Redevelopment Program Mgr.	1	1	1	1	1	1
Review Planner	1	1	1	0	0	0
Secretary	1	1	1	1	1	1
Senior GIS Technician	0	0	0	1	0	0
Zoning Enforce. Officer	1	1	1	1	2	1
Zoning Code Enf Official	1	1	1	1	1	1
Total	16	16.5	16	16	18	16
FIRE						
Asst. Fire Chief	2	2	2	2	2	2
Asst. Fuel Mgr.	0	0	0	1	1	1
Clerk Typist	1	1	1	1	1	1
Fire Battalion Chief	3	3	3	3	3	3
Fire Captain	18	21	21	21	21	21
Fire Chief	1	1	1	1	1	1
Fire Engineer	21	21	21	21	21	21
Fire Fighter	30	30	30	36	36	36
Fire Inspector II	2	2	2	2	2	2
Fire Lieutenant	3	0	0	0	0	0
Fire Training Officer	1	1	1	1	1	1
Fuel Manager	1	1	1	1	1	1
Fuel Mgt. Crew Member	0	0	0	2.75	2.75	2.75
Fuel Mgt. Leadworker	0	0	0	3	3	3
Fuel Mgmt Student Intern	0	0.5	0.5	0.5	0	0
Secretary	1	1	1	1	1	1
Total	84	84.5	84.5	97.25	96.75	96.75
POLICE						
Animal Control Officer	2	2	2	2	2	2
Assist. Records Clerk-COE	0	0.5	0.5	0.5	0.5	0.5
COE Aide (clerical)	0.75	0.75	0.75	0.75	0.75	0.75
Deputy Police Chief	1	1	1	1	2	2
Emerg Comm Specialist	14	16	21.25	20	24.5	23.5
Emerg Comm Specilst - ldkwr	2	2	3	3	4	3
Evidence Clerk	1	1	1	1	1	1
Evidence Technician	1	1	1	1	1	1
Parking Control Officer	1	1	1	1	1	1
Police Captain	1	1	1	1	0	0
Police Caseworker	transfer	1	1	1	1	1
Police Chief	1	1	1	1	1	1
Police Clerk	0	0	0	1	0	0
Police Communications Mgr	0	0	0	0	1	1
Police Corporal/Det.	16	16	17	17	17	17
Police Infor. Sys.Coord.	1	1	1	1	0	0
Police Info System Tech	0	1	1	2	2	2
Police Lieutenant	2	3	3	3	3	3
Police Officer	59	60	61	61	63	58
Police Records Clerk	7	7	9	9	9.5	9.5
Police Records Leadworker	1	1	1	1	1	1
Police Sergeant	11	11	11	11	11	11
Police Special Serv. Sup	1	1	1	1	1	1
Police Support Serv. Mgr.	1	1	1	1	1	1
Property Control Coord	1	1	1	1	2	1
Secretary	3	3	3	3	3	3
Sr. Police Records Clerk	1	1	1	1	1	1
Warrant Clerk	1	1	0	0	0	0
Total	129.75	136.25	145.5	146.25	154.25	146.25

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
POLICE GRANTS						
Police Caseworker	1	transfer	0	0	0	0
Police Sergeant	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Total	3	2	2	2	2	2
PUBLIC WORKS ADMINISTRATION						
Administrative Aide	1.5	transfer	0	0	0	0
Conservation Coordinator	1	transfer	0	0	0	0
Environmental Tech	1	transfer	0	0	0	0
Public Works Director	1	1	1	1	1	1
Public Works Engineer	1	transfer	0	0	0	0
Secretary	1	1	1	1	1	1
Total	6.5	2	2	2	2	2
PARKS						
Maintenance Worker	8	8	8.25	8.75	10.5	6.25
Maintenance Worker I	5	6	6	6	7	7
Maintenance Worker II	3.5	4.5	5	7.5	8	8
Maintenance Worker III	1	1	1	1	1	1
Maintenance Worker III Leadworker	1	1	1	1	1	1
Parks Supt.	1	1	1	1	1	1
Plant Inventory Crew Member	0	0	0	1.25	0	0
Total	19.5	21.5	22.25	26.5	28.5	24.25
MECHANICAL SHOP						
Buyer I	0	0	0	0	1	1
Fleet Mgmt. Supt.	1	1	1	1	1	1
Fleet Supervisor	1	1	1	1	1	1
Mechanic Aide	1	1	1	1	1	1
Mechanic I	3	3	3	3	3	3
Mechanic II	5	6	6	6	6	6
Public Works Clerk	1	0	0	0	0	0
Service Writer	1	1	1	1	1	1
Sr. Equipment Parts Spec.	1	1	1	1	0	0
Welder	1	1	1	1	1	1
Total	15	15	15	15	15	15
FACILITIES MAINTENANCE						
City Hall Attendant	0.5	0.5	0.5	0.5	0	0
Custodian/Attendant	1	1	1	1	1	1
Facility Maint. Supt.	1	1	1	1	1	1
Maintenance Worker	0.25	0.25	0.25	0.25	0	0
Maintenance Worker I	1	1	1	1	1	1
Maintenance Worker II	2	2	2	2	4	4
Maintenance Worker III	3	3	3	3	2	2
Recreation Mech. Maint. Worker	0	transfer	1	1	1	1
Total	8.75	8.75	9.75	9.75	10	10
RECREATION						
Parks Project Manager	1	1	1	1	1	1
Clerk Typist	0	0.75	0.75	0.75	0.25	0.75
Intern	0	0	0.5	0.5	0.5	0.25
Park Ranger	0	0	0	0	2	0
Rec Coordinator II	1	2	2	2	2	2
Recreation Coord. I	6	6	7	7	7	7
Parks & Recreation Director	1	1	1	1	1	1
Recreation Mech. Maint. Worker	1	1	transfer	0	0	0
Recreation Supervisor	1	0	0	0	1	0
Recreation Supt.	1	1	1	1	1	1
Recreation Temporarily	26.5	29	28.5	29.5	29.5	27.25
Secretary	1	1	1	1	1	1
Senior Recreation Coordinator	8	8	8	8	8	8
Total	47.5	50.75	50.75	51.75	54.25	49.25

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
STREET MAINTENANCE & REPAIRS						
Cemetery Maint. Specialist	1	1	1	1	1	1
Equip. Oper. III LDWKR	1	1	1	1	1	1
Equip. Oper. various temps	5.5	2.5	2.5	2.5	2.5	2.5
Equipment Operator I	3	6	6	6	6	6
Equipment Operator II	8	8	8	8	8	8
Equipment Operator III	3	3	3	3	3	3
Maint. Wkr. I	4	4	4	4	4	4
Maint. Wkr. II	2	2	2	2	2	2
Maint. Wkr. III	2	2	2	2	2	2
Maint. Wkr. III LDWKR	1	1	1	1	1	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0.75	0.75
Traffic Signal Technician	0	0	0	0	1	1
Secretary	1	1	1	1	1	1
Street Superintendent	1	1	1	1	1	1
Street Supervisor	1	1	1	1	1	1
Leadworker/Training Coord.	1	1	1	1	1	1
Total	35.25	35.25	35.25	35.25	36.25	36.25
AIRPORT						
Airport Manager	1	1	1	1	1	1
Airport Operations Supv	0	0	0	0	1	1
Airport Service Leadworker	1	1	1	1	0	0
Airport Service Worker I	3	3	3	3	3	3
Airport Service Worker II	3	3	3	3	3	3
Equip. Operator II temp	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1	1	1	1	1	1
Total	9.5	9.5	9.5	9.5	9.5	9.5
ENVIRONMENTAL SERVICES						
Bin Maint./Equip. Oper.	1	1	1	1	1	1
Admin. Aide	transfer	2	1	1.5	1.5	1.5
Clerk Typist	0	1	1	1	1	1
Conservation Coordinator	0	1	1	1	1	1
Environmental Code Officer	0	0	0	1	1	1
Enviro Code/Ed Aide	0	0	1	1	0	0
Environ Program Manager	0	0	0	0	1	1
Environmental Program Specialist	0	0	0	1	1	1
Environmental Project Specialist	0	0	1	1	1	1
Environmental Services Director	0	0	0	1	1	1
Environmental Services Mgr	transfer	1	1	3	3	3
Environmental Technician	transfer	2	1	1.5	0.5	0.5
Equipment Oper. I - Temp.	0	0	0	1	1	1
Equipment Operator II	0	3.75	0	1	0	0
Landfill Attendant	1	1	1	1	1	1
Landfill Clerk	1	1	1	1	1	1
Landfill Engineer	0	1	1	0	0	0
Landfill Equip Operator I	1	1	1	1	1	1
Landfill Equip Operator II	1	1	1	1	1	1
Landfill Equip Operator III	3	3	2	3	3	3
Landfill Maint Operator	1	1	1	1	1	1
Project Manager II	0	0	1	1	1	1
Public Works Engineer	transfer	1	1	1	1	0
Recycling Supervisor	0	0	1	0	0	0
Environ Svc Equip Oper I	2	2	2	2	2	2
Environ Supervisor	2	3	2	0	1	1
Environ Svc Supt.	1	0	0	0	0	0
Solid Waste Customer Rep.	1	1	1	1	1	1
ES Training & Safety Coord	0	0	0	0	1	1
ES Equip. Oper. III-Commercial	0	0	0	0	4	8
ES Equip. Oper. II	12	12	16	16	12	9
Total	27	39.75	40	45	45	45

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
UTILITIES ADMINISTRATION						
Administrative Aide	0	0	0	1	1	1
Assistant Utilities Director	1	1	1	1	1	1
Secretary	1	1	1	1	1	1
Utilities Clerk	1	1	1	1	1	1
Plant Supervisor	0	0	0	0	1	1
Utilities Director	1	1	1	1	1	1
Utilities Project Manager II	1	1	1	2	1	1
Water/Sewer Util. Locator	1	1	1	1	1	1
Total	6	6	6	8	8	8
LAKE MARY WATER PLANT						
Instrument Tech	1	1	1	1	1	1
Lab Director/Chemist	1	1	1	1	1	1
Laboratory Tech	1	1	1	1	1	1
Mech. Maint. Wkr I (temp)	1	1	1	1	1	1
Mech. Maint. Wkr. III	2	2	2	2	2	2
Mech. Maint. Wkr. IV	1	1	1	1	1	1
Plant Operator	3	3	3	3	3	3
Plant Supervisor	1	1	1	1	1	1
Water Treat/Prod Chf Operator	1	1	1	1	1	1
Total	12	12	12	12	12	12
CUSTOMER SERVICE						
Customer Svc Manager	1	1	1	1	1	1
Customer Svc Rep	2	3	3.25	3.25	4	4
Customer Svc Rep-Billing	1	1	1	1	1	1
Customer Svc Rep - temp	1.25	0.25	0	0	0	0
Meter Reader	4	4	4	4	4	4
Meter Reader Supervisor/Collections	1	1	1	1	1	1
Total	10.25	10.25	10.25	10.25	11	11
WATER DISTRIBUTION SYSTEM						
Maint. Wkr. III LDWKR	1	1	1	1	1	1
Maintenance Wkr - temp	1	1	1	2	2	2
Maintenance Wkr III	4	4	4	4	4	4
Maintenance Worker I	4	4	4	4	4	4
Maintenance Worker II	1	1	1	1	1	1
Meter Service Tech.	1	1	1	1	1	1
Utility Service Supr.	1	1	1	1	1	1
Total	13	13	13	14	14	14
WASTEWATER TREATMENT PLANT						
Equip. Operator II temp	1.5	1.5	1.5	1.5	1.5	1.5
Instrument Technician	1	1	1	1	1	1
Lab Director/Chemist	1	1	1	1	1	1
Lab Technician	1	1	1	1	1	1
Mech. Maint. Wkr II	1	1	1	1	1	1
Mech. Maint. Wkr III	1	1	1	1	1	1
Mech. Maint. Wkr. IV	1	1	1	1	1	1
Mech. Maint. Worker I	2	2	2	2	2	2
Plant Operator	2	2	2	2	2	2
Plant Supervisor	1	1	1	1	1	1
Senior Plant Operator	1	1	1	1	1	1
Total	13.5	13.5	13.5	13.5	13.5	13.5
WASTEWATER COLLECTION						
Intern - temp	0.25	0.25	0	0	0	0
Maintenance Wkr. I	3	3	3	3	3	3
Maintenance Wkr. II	1	1	1	1	1	1
Maintenance Wkr. III	2	2	2	2	2	2
Maintenance Wkr. III-Leadworker	1	1	1	1	1	1
Utilities Service Supr.	1	1	1	1	1	1
Total	8.25	8.25	8	8	8	8

Authorized Personnel/Position Summary

1998-1999 to 2002-2003

DIVISION	1998-1999	1999-2000	2000-2001	2001-2002	REQUESTED 2002-2003	ADOPTED 2002-2003
WASTEWATER MONITORING						
Industrial Waste Inspec.	1	1	2	2	2	2
Industrial Waste Supv.	1	1	1	1	1	1
Industrial Waste Technician	1	1	0	0	0	0
Total	3	3	3	3	3	3
RECLAIMED WASTEWATER TREATMENT PLANT						
Instrument Technician	1	1	1	1	1	1
Lab Technician	1	1	1	1	1	1
Mech. Maint. Wkr. III	1	1	1	1	1	1
Plant Operator	1	1	1	1	1	1
Plant Supervisor	1	1	1	1	0	0
Senior Plant Operator	1	1	1	1	1	1
Total	6	6	6	6	5	5
CITY COURT						
Clerk Typist	1	1	1	1	1	1
Court Administrator	1	1	1	1	1	1
Court Clerk I	8	8	8	8	9	8
Court Clerk II	2	2	2	2	2.25	2.25
Court Collection Admin.	1	1	1	1	0	0
Court Collection Specialist	0	0	0	1	1	1
Court Info Systems Spec	0	0	0	0	1	1
Court Interpreter	0	0	0	1	1	1
Court Training Specialist	0	0	0	1	1	1
Deputy Court Administrator	0	0	0	0	2	2
File Clerk	2	2	2	2	0	1
Magistrate	1.75	1.75	1.75	1.75	1.75	1.75
Presiding Magistrate	1	1	1	1	1	1
Probation Officer	1	1	1	1	0.75	0.75
Pro-Tem Magistrate	0.5	0.5	0.5	0.5	0.5	0.5
Warrant Officer	1	1	2	2	2	2
Total	20.25	20.25	21.25	24.25	25.25	25.25
BEAUTIFICATION						
Urban Design Project Manager	0	0	0	0	1	0
Urban Design Planner	1	1	1	1	1	1
Total	1	1	1	1	2	1
TOURISM						
Convention/Visitor Bur. Dir	1	1	1	1	0	0
CVB Communications Coord	1	1	1	1	0	0
CVB Manager	0	0	0	0	1	1
Domestic Travel Coord	1	1	1	1	0	0
Marketing Assistant	1	1	1	1	0	0
Public Relations Associate	0	0	0	0	1	1
Sales Associate	0	0	0	0	2	2
Sales & Marketing Manager	0	0	0	0	1	1
Secretary	1	1	1	1	1	1
Travel Industry Mgr.	1	1	1	1	0	0
Total	6	6	6	6	6	6
GRAND TOTALS	658.75	686.25	700.00	746.25	767	741.25

2002-2003 City of Flagstaff Pay Plan

			Mfd 1-4 Mid 5-11 Mid 12+												
			Min												
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
1 A-1-0	10103	N Custodian/Attendant	7.76	8.10	8.43	8.77	9.10	9.44	9.78	10.11	10.48				
	10100	N Library Page	620.80	648.00	674.40	701.60	728.00	755.20	782.40	808.80	838.40				
			1345.07	1404.00	1461.20	1520.13	1577.33	1636.27	1695.20	1752.40	1816.53				
2 A-1-1	10204	N Mail/Duplication Aide	16140.80	16848.00	17534.40	18241.60	18928.00	19635.20	20342.40	21028.80	21798.40				
	10201	N Switchboard Operator	8.94	9.32	9.71	10.10	10.49	10.88	11.27	11.66	12.06				
			715.20	745.60	776.80	808.00	839.20	870.40	901.60	932.80	964.80				
3 A-1-2	10302	N Library Clerk I	1549.60	1615.47	1683.07	1750.67	1818.27	1885.87	1953.47	2021.07	2090.40				
			18595.20	19385.60	20196.80	21008.00	21819.20	22630.40	23441.60	24252.80	25084.80				
			9.71	10.14	10.57	11.00	11.43	11.87	12.30	12.73	13.11				
4 A-1-3	10420	N Acct Clerk/Switchbd Op	776.80	811.20	845.60	880.00	914.40	949.60	984.00	1018.40	1048.80				
	10415	N Airport Svc Wkr I	1683.07	1757.60	1832.13	1906.67	1981.20	2057.47	2132.00	2206.53	2272.40				
			20196.80	21091.20	21985.60	22880.00	23774.40	24668.80	25563.20	26457.60	27352.00				
5 B-2-1	10420	N Acet Clerk/Switchbd Op	11.19	11.69	12.18	12.67	13.17	13.66	14.15	14.65	15.11				
	10415	N Airport Svc Wkr I	895.20	935.20	974.40	1013.60	1053.60	1092.80	1132.00	1172.00	1208.80				
			1939.60	2026.27	2111.20	2196.13	2282.80	2367.73	2452.67	2539.33	2619.07				
6 B-2-2	10418	N Equipment Oper I	23275.20	24315.20	25334.40	26353.60	27393.60	28412.80	29432.00	30472.00	31428.80				
	10412	N Evidence Clerk													
	10406	N Maintenance Wkr I													
7 B-2-3	10403	N Mechanic Aide													
	10416	N Meter Reader													
	10407	N Parking Control Officer													
8 B-2-4	10410	N Property Control Coord													
	10419	N Recreation Coord I													
	10502	N Env Svcs Equip Oper I - Bulky	11.75	12.20	12.65	13.10	13.56	14.01	14.46	14.91	15.36	15.81	16.21		
9 B-2-5	10500	N Library Assistant I	940.00	976.00	1012.00	1048.00	1084.80	1120.80	1156.80	1192.80	1228.80	1264.80	1296.80		
			2036.67	2114.67	2192.67	2270.67	2350.40	2428.40	2506.40	2584.40	2662.40	2740.40	2809.73		
			24440.00	25376.00	26312.00	27248.00	28204.80	29140.80	30076.80	31012.80	31948.80	32884.80	33716.80		
10 B-2-6	10600	N Account Clerk II	12.12	12.58	13.04	13.50	13.97	14.43	14.89	15.35	15.81	16.28	16.73		
	10628	N Airport Svc Wkr II	969.60	1006.40	1043.20	1080.00	1117.60	1154.40	1191.20	1228.00	1264.80	1302.40	1338.40		
	10601	N Animal Control Officer	2100.80	2180.53	2260.27	2340.00	2421.47	2501.20	2580.93	2660.67	2740.40	2821.87	2899.87		
11 B-2-7	10602	N BIN Maint/Equip Oper	25209.60	26166.40	27123.20	28080.00	29037.60	30014.40	30971.20	31928.00	32884.80	33862.40	34798.40		
	10622	N Computer Tech I													
	10627	N Engineering Tech II													
12 B-2-8	10625	N Env Svcs Equip Oper II - Residential													
	10607	N Equipment Oper II													
	10632	N GIS Technician													
13 B-2-9	10626	N Landfill Equip Oper I													
	10615	N Landfill Maint Oper													
	10610	N Maintenance Wkr II													
14 B-2-10	10609	N Materials Tech I													
	10630	N Rec Coordinator II													
	10614	N Service Writer													
15 B-2-11	10608	N Storekeeper													

2002-2003 City of Flagstaff Pay Plan

			Mid 1-4 Mid 5-11 Mid 12+												
			Min												
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
7 B-2-3	10722	N Account Clerk III	13.25	13.76	14.26	14.76	15.27	15.77	16.28	16.78	17.28	17.79	18.29		
	10717	N Administrative Aide	1060.00	1100.80	1140.80	1180.80	1221.60	1261.60	1302.40	1342.40	1382.40	1423.20	1463.20		
	10707	N Cemetery Maint Spec	2296.67	2385.07	2471.73	2558.40	2646.80	2733.47	2821.87	2908.53	2995.20	3083.60	3170.27		
	10735	N Court Collections Specialist	27560.00	28620.80	29660.80	30700.80	31761.60	32801.60	33862.40	34902.40	35942.40	37003.20	38043.20		
	10726	N Deputy City Clerk													
	10714	N Development Svs Rep													
	10731	N Engineering Tech III													
	10732	N Environ Code Officer													
	10737	N Env Svcs Equip Oper III - Commercial													
	10705	N Evidence Tech													
	10728	N Landfill Equip Oper II													
	10709	N Library Cataloging Asst													
	10700	N Mechanic I													
	10729	N Meter Reader Supv/Coll													
	10710	N Meter Service Tech													
8 B-2-4	10734	N Payroll Assistant													
	10704	N Planning Tech													
	10703	N Plant Operator													
	10725	N Police Emerg Comm Spec													
	10727	N Recr Mech Maint Wkr													
	10713	N Revenue Collector													
	10736	N Risk Management Assistant													
	10706	N Sales Associate													
	10702	N Wtr/Swr Utility Locator													
	10711	N Zoning Enforce Officer													
	20702	E Executive Admin Asst	13.25					15.90					18.55		
	20701	E Sales and Marketing Associate	1060.00					1272.00					1484.00		
			2296.67					2756.00					3215.33		
			27560.00					33072.00					38584.00		
	10834	N Accounts Payable Specialist	15.55	16.14	16.73	17.31	17.90	18.49	19.08	19.67	20.25	20.84	21.46		
10827	N Buyer	1244.00	1291.20	1338.40	1384.80	1432.00	1479.20	1526.40	1573.60	1620.00	1667.20	1716.80			
10830	N Computer Tech II	2695.33	2797.60	2899.87	3000.40	3102.67	3204.93	3307.20	3409.47	3510.00	3612.27	3719.73			
10832	N Contract Assistant	32344.00	33571.20	34798.40	36004.80	37232.00	38459.20	39686.40	40913.60	42120.00	43347.20	44636.80			
10835	N Court Info Systems Specialist														
10831	N Court Interpreter														
10826	N Database Analyst														
10805	N Engineering Tech IV														
10820	N Environmental Tech														
10800	N Equip Oper III														
10812	N Industrial Waste Insp														
10810	N Inspector I														
10802	N Instrument Tech														
10828	N IS Customer Service Rep														
10822	N Landfill Equip Oper III														
10807	N Library Assistant II														
10804	N Maintenance Wkr III														
10808	N Mechanic II														
10801	N Mech Maint Wkr III														
10825	N Police Info Systems Tech														
10809	N Probation Officer														
10814	N Sr GIS Technician														
10829	N Sr Recreation Coordinator														
10824	N Software Support Tech														
10803	N Welder														
10819	N Zoning Enforce Official														
20801	E Executive Asst	15.55					18.66						21.77		
20800	E Public Relations Associate	1244.00					1492.80						1741.60		
		2695.33					3234.40						3773.47		
		32344.00					38812.80						45281.60		

2002-2003 City of Flagstaff Pay Plan

Range	Pos #	Position Title	Min												Mid 12+			
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13			
9 B-2-5	10909	N Accountant I	16.49	17.12	17.75	18.38	19.01	19.64	20.27	20.90	21.53	22.16	22.75					
	10911	N Associate Planner	1319.20	1369.60	1420.00	1470.40	1520.80	1571.20	1621.60	1672.00	1722.40	1772.80	1820.00					
	10922	N Client Service Analyst	2858.27	2967.47	3076.67	3185.87	3295.07	3404.27	3513.47	3622.67	3731.87	3841.07	3943.33					
	10923	N Court Training Specialist	34299.20	35609.60	36920.00	38230.40	39540.80	40851.20	42161.60	43472.00	44782.40	46092.80	47320.00					
	10920	N Database Analyst																
	10928	N Env Svcs Training Safety Coord																
	10907	N Fire Inspector II																
	10924	N Fuel Management Leadworker																
	10907	N Housing and CD Specialist																
	10925	N Human Resources Specialist																
	10900	N Inspector II																
	10902	N Payroll Specialist																
	10904	N Plans Examiner																
	10919	N Police Caseworker																
	10915	N Police Emerg Comm Spec Ldwkr																
	10903	N Police Officer																
	10914	N Police Records Leadworker																
	10926	N Programmer/Analyst I																
	10918	N Senior Buyer																
	10929	N Traffic Signal Technician																
	10916	N Warrants Officer																
	20905	E Environmental Program Spec	16.49	17.26	17.92	18.59	19.25	19.91	20.57	21.23	21.89	22.55	23.22	23.82	23.08			
	20903	E Librarian	1319.20	1433.60	1487.20	1540.00	1592.80	1645.60	1698.40	1751.20	1804.00	1857.60	1905.60	1846.40				
	20902	E Sales and Marketing Manager	2858.27	3106.13	3222.27	3336.67	3451.07	3565.47	3679.87	3794.27	3908.67	4024.80	4128.80	4000.53				
			34299.20	37273.60	38667.20	40040.00	41412.80	42785.60	44158.40	45531.20	46904.00	48297.60	49545.60	48006.40				
	10																	
	11003	N Equip Oper III Ldwkr	17.26	17.92	18.59	19.25	19.91	20.57	21.23	21.89	22.55	23.22	23.82					
	11009	N Lab Director/Chemist	1380.80	1487.20	1540.00	1592.80	1645.60	1698.40	1751.20	1804.00	1857.60	1905.60						
	11002	N Ldwkr/Training Coord	2991.73	3106.13	3222.27	3336.67	3451.07	3565.47	3679.87	3794.27	3908.67	4024.80	4128.80					
	11004	N Maint Worker III Ldwkr	35900.80	37273.60	38667.20	40040.00	41412.80	42785.60	44158.40	45531.20	46904.00	48297.60	49545.60					
	11008	N Materials Tech II																
	11000	N Mech Maint Wkr IV																
	11007	N Survey Party Chief																
	11010	N Water Treat/Prod Chf Op																
	21004	E Airport Operations Supervisor	17.13	17.81	18.49	19.17	19.85	20.53	21.21	21.89	22.57	23.25	23.93	24.49				
	21007	E Conservation Coordinator	1370.40	1584.80	1643.20	1700.80	1759.20	1816.80	1875.20	1932.80	1991.20	2048.80	2107.20	1959.20				
	21005	E Environmental Supervisor	2969.20	3433.73	3560.27	3685.07	3811.60	3936.40	4062.93	4187.73	4314.27	4439.07	4565.60	4244.93				
	21002	E Library Supervisor	35630.40	41204.80	42723.20	44220.80	45739.20	47236.80	48755.20	50252.80	51771.20	53268.80	54787.20	50939.20				
	11																	
B-3-2	11100	N Detective/Corporal	19.09	19.81	20.54	21.26	21.99	22.71	23.44	24.16	24.89	25.61	26.34					
	11101	N Fleet Supervisor	1527.20	1584.80	1643.20	1700.80	1759.20	1816.80	1875.20	1932.80	1991.20	2048.80	2107.20					
	11103	N Spec Services Supv	3308.93	3433.73	3560.27	3685.07	3811.60	3936.40	4062.93	4187.73	4314.27	4439.07	4565.60					
			39707.20	41204.80	42723.20	44220.80	45739.20	47236.80	48755.20	50252.80	51771.20	53268.80	54787.20					
	21106	E Assistant Fuel Manager	18.77	19.49	20.21	20.93	21.65	22.37	23.09	23.81	24.53	25.25	25.97	26.85				
	21104	E City Clerk	1501.60	1584.80	1643.20	1700.80	1759.20	1816.80	1875.20	1932.80	1991.20	2048.80	2107.20	2148.00				
			3253.47	3433.73	3560.27	3685.07	3811.60	3936.40	4062.93	4187.73	4314.27	4439.07	4565.60	4654.00				
			39041.60	41204.80	42723.20	44220.80	45739.20	47236.80	48755.20	50252.80	51771.20	53268.80	54787.20	55848.00				

2002-2003 City of Flagstaff Pay Plan

			Mid 1-4 Mid 5-11 Mid 12+												
			Min												
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
C-4-1	11203	N Accountant II	19.86	20.54	21.22	21.90	22.59	23.27	23.95	24.63	25.32	26.00	26.68	27.36	27.99
	11200	N Auditor II	1588.80	1643.20	1697.60	1752.00	1807.20	1861.60	1916.00	1970.40	2025.60	2080.00	2134.40	2188.80	2239.20
	11201	N Engineering Project Manager I	3442.40	3560.27	3678.13	3796.00	3915.60	4033.47	4151.33	4269.20	4388.80	4506.67	4624.53	4742.40	4851.60
	11206	N Traffic Proj & R/W Mgr	41308.80	42723.20	44137.60	45552.00	46987.20	48401.60	49816.00	51230.40	52665.60	54080.00	55494.40	56908.80	58219.20
	21211	E Asst City Atty - Pros	19.60							22.87					
C-4-2	21235	E Building and Safety Manager	1568.00						1829.60						2273.60
	21233	E Client Service Administrator	3397.33						3964.13						4926.13
	21224	E Construction Manager	40768.00						47569.60						59113.60
	21213	E Customer Service Mgr													
	21234	E Deputy Court Administrator													
	21230	E Environ Project Specialist													
	21232	E Environ Services Manager													
	21227	E GIS Systems Analyst													
	21204	E Grants Manager													
	21225	E Human Resources Analyst													
	21201	E Industrial Waste Supv													
	21203	E Library Info Sys Coord													
	21207	E Library Manager													
	21216	E Management Asst - PIO													
	21231	E Network Analyst													
	21209	E Parks Project Manager													
	21222	E Parks Superintendent													
	21208	E Planner													
	21217	E Programmer/Analyst II													
	21223	E Recreation Superintendent													
	21200	E Streets Supervisor													
	21218	E Urban Design Planner													
	21215	E Utility Service Supv													
13	11303	N Engineering Project Manager II	21.62	22.35	23.09	23.82	24.56	25.29	26.03	26.76	27.50	28.23	28.97	29.70	30.48
C-4-2	11301	N Police Sergeant	1729.60	1788.00	1847.20	1905.60	1964.80	2023.20	2082.40	2140.80	2200.00	2258.40	2317.60	2376.00	2438.40
			3747.47	3874.00	4002.27	4128.80	4257.07	4383.60	4511.87	4638.40	4766.67	4893.20	5021.47	5148.00	5283.20
			44969.60	46488.00	48027.20	49545.60	51084.80	52603.20	54142.40	55660.80	57200.00	58718.40	60257.60	61776.00	63398.40
	21301	E Current Planner	21.34						24.89						30.93
	21305	E Facilities Maint Supt	1707.20						1991.20						2474.40
C-4-3	21321	E GIS Manager	3698.93						4314.27						5361.20
	21319	E Housing Planner	44387.20						51771.20						64334.40
	21320	E Info Systems Spec													
	21322	E Network Administrator													
	21309	E Plant Supervisor													
	21324	E Real Estate Manager													
	21323	E Risk Manager													
	21308	E Transportation Planner													
	11400	N Fire Training Officer	24.59	25.43	26.27	27.11	27.95	28.79	29.63	30.47	31.31	32.15	32.99	33.83	34.67
			1967.20	2034.40	2101.60	2168.80	2236.00	2303.20	2370.40	2437.60	2504.80	2572.00	2639.20	2706.40	2773.60
		4262.27	4407.87	4553.47	4699.07	4844.67	4990.27	5135.87	5281.47	5427.07	5572.67	5718.27	5863.87	6009.47	
		51147.20	52894.40	54641.60	56388.80	58136.00	59883.20	61630.40	63377.60	65124.80	66872.00	68619.20	70366.40	72113.60	
C-4-3	21404	E Airport Manager	24.27						28.31						35.19
	21410	E Fleet Management Supt	1941.60						2264.80						2815.20
	21420	E Fuel Manager	4206.80						4907.07						6099.60
	21405	E Long Range Planner	50481.60						58884.80						73195.20
	21419	E Police Communications Manager													
	21412	E Police Support Svc Manager													
	21418	E Redevelopment Program Mgr													
	21406	E Senior Project Manager													
	21409	E Streets Superintendent													
	21403	E Stormwater Manager													
21417	E Survey/Mapping Supv														
21414	E Traffic Engineering Mgr														
21416	E Utilities Engineer														

2002-2003 City of Flagstaff Pay Plan

Range	Pos #	Position Title	Min											
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
I5 C-5-1	N		25.33	26.33	27.34	28.35	29.36	30.37	31.37	32.38	33.39	34.40	35.41	36.41
			2026.40	2106.40	2187.20	2268.00	2348.80	2429.60	2509.60	2590.40	2671.20	2752.00	2832.80	2912.80
			4390.53	4563.87	4738.93	4914.00	5089.07	5264.13	5437.47	5612.53	5787.60	5962.67	6137.73	6311.07
			52686.40	54766.40	56867.20	58968.00	61068.80	63169.60	65249.60	67350.40	69451.20	71552.00	73652.80	75732.80
			24.78						29.27					36.68
16 C-5-2		21505 E Asst City Atty - Chf Pros	1982.40						2341.60					2934.40
		21506 E Asst City Atty - Civil I	4295.20						5073.47					6357.87
		21502 E Bldg & Development Svcs Dir	51542.40						60881.60					76294.40
		21510 E CVB Manager												
		21501 E Develop Review Planner												
17 D-6-1		21511 E Environ Program Manager												
		21509 E Finance/Budget Manager												
		21503 E Police Lieutenant												
		21504 E Private Dev Engineer												
		21500 E Tax License/Revenue Adm												
18 D-6-2		21602 E Capital Imp Engineer	26.55						31.36					39.30
		21607 E Convention/Visitor Bureau Dir	2124.00						2508.80					3144.00
		21609 E Human Resources Manager	4602.00						5435.73					6812.00
		21608 E Information Systems Mgr	55224.00						65228.80					81744.00
		21601 E Parks & Recreation Dir												
19 D-6-3		21700 E Asst City Atty - Civil II	28.63						34.22					43.24
		21706 E Asst Fire Chief	2290.40						2737.60					3459.20
		21710 E Asst Utilities Director	4962.53						5931.47					7494.93
		21712 E Court Administrator	59550.40						71177.60					89939.20
		21711 E Environ Svc Director												
20 D-7-1		21701 E Library Director												
		21702 E Police Captain												
		21707 E Purchasing Director												
		21800 E City Engineer	29.88						35.71					45.12
		21803 E CIP Director	2390.40						2856.80					3609.60
21 E-8-1		21801 E Deputy Police Chief	5179.20						6189.73					7820.80
		21802 E Planning Director	62150.40						74276.80					93849.60
		21900 E Financial Services Director	31.11						37.19					46.98
			2488.80						2975.20					3758.40
			5392.40						6446.27					8143.20
22 E-8-2			64708.80						77355.20					97718.40
			33.44						40.45					51.50
			2675.20						3236.00					4120.00
			5796.27						7011.33					8926.67
			69555.20						84136.00					107120.00
23 F-10-2		22103 E Community Dev Director	35.29						43.19					55.41
		22101 E Fire Chief	2823.20						3455.20					4452.80
		22106 E Management Svcs Director	6116.93						7486.27					9604.40
		22100 E Police Chief	73403.20						89835.20					115252.80
		22102 E Public Works Director												
24 F-10-2		22105 E Utilities Director												
		22200 E City Attorney	39.05						47.79					61.31
		22201 E Deputy City Manager	3124.00						3823.20					4904.80
			6768.67						8283.60					10627.07
			81224.00						99403.20					127524.80
25 F-10-2		22601 E City Manager	45.52						56.36					72.83
			3641.60						4508.80					5826.40
			7890.13						9769.07					12623.87
			94681.60						117228.80					151486.40

2002-2003 City of Flagstaff Pay Plan - 2912 Hours

		Min													
		Mid 5-11					Mid 12+								
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
8	10813 N	Firefighter	11,1071	11,5286	11,9500	12,3643	12,7857	13,2071	13,6286	14,0500	14,4643	14,8857	15,3286		
			1244.00	1291.20	1338.40	1384.80	1432.00	1479.20	1526.40	1573.60	1620.00	1667.20	1716.80		
			2695.33	2797.60	2899.87	3000.40	3102.67	3204.93	3307.20	3409.47	3510.00	3612.27	3719.73		
			32344.00	33571.20	34798.40	36004.80	37232.00	38459.20	39686.40	40913.60	42120.00	43347.20	44636.80		
9	10905 N	Fire Engineer	11,7786	12,2286	12,6786	13,1286	13,5786	14,0286	14,4786	14,9286	15,3786	15,8286	16,2500		
			1319.20	1369.60	1420.00	1470.40	1520.80	1571.20	1621.60	1672.00	1722.40	1772.80	1820.00		
			2858.27	2967.47	3076.67	3185.87	3295.07	3404.27	3513.47	3622.67	3731.87	3841.07	3943.33		
			34299.20	35609.60	36920.00	38230.40	39540.80	40851.20	42161.60	43472.00	44782.40	46092.80	47320.00		
13	11300 N	Fire Captain	15,4429	15,9643	16,4929	17,0143	17,5429	18,0643	18,5929	19,1143	19,6429	20,1643	20,6929	21,2143	21,7714
			1729.60	1788.00	1847.20	1905.60	1964.80	2023.20	2082.40	2140.80	2200.00	2258.40	2317.60	2376.00	2438.40
			3747.47	3874.00	4002.27	4128.80	4257.07	4383.60	4511.87	4638.40	4766.67	4893.20	5021.47	5148.00	5283.20
			44969.60	46488.00	48027.20	49545.60	51084.80	52603.20	54142.40	55660.80	57200.00	58718.40	60257.60	61776.00	63398.40
15	11500 E	Fire Battalion Chief	18,0929	18,8071	19,5286	20,2500	20,9714	21,6929	22,4071	23,1286	23,8500	24,5714	25,2929	26,0071	26,6929
			2026.40	2106.40	2187.20	2268.00	2348.80	2429.60	2509.60	2590.40	2671.20	2752.00	2832.80	2912.80	2989.60
			4390.53	4563.87	4738.93	4914.00	5089.07	5264.13	5437.47	5612.53	5787.60	5962.67	6137.73	6311.07	6477.47
			52686.40	54766.40	56867.20	58968.00	61068.80	63169.60	65249.60	67350.40	69451.20	71552.00	73652.80	75732.80	77729.60

RESOLUTION NO. 2002-45

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2002-2003; AND DECLARING AN EMERGENCY.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, A.R.S., the City Council did, on June 18, 2002 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 18, 2002, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 16, 2002, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A);

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2002-2003.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on July 1, 2002.

PASSED AND ADOPTED by the Council and approved by the Mayor of the City of Flagstaff, this 2nd day of July, 2002.

/s/ Joseph C. Donaldson

ATTEST:

/s/ Carolyn Jagger
CITY CLERK

APPROVED AS TO FORM:

/s/ Joseph R. Bertoldo
CITY ATTORNEY

ORDINANCE NO. 2002-09

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2003.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2002-2003 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff, the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona;

NOW, THEREFORE, BE IT ORDAINED by the Council of the City of Flagstaff as follows:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of .7326 for the fiscal year ending on the 30th day of June, 2003. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of .9801 for the fiscal year ending June 30, 2003.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgement of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to

part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance is necessary for the preservation of the public peace, health and safety of the City. Therefore, an emergency is hereby declared to exist, and this Ordinance is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 16, 2002.

PASSED AND ADOPTED by the Council and approved by the Mayor of the City of Flagstaff, this 16th day of July, 2002.

/s/ Joseph C. Donaldson
MAYOR

ATTEST:

/s/ Carolyn Jagger
CITY CLERK

APPROVED AS TO FORM:

/s/ Joseph R. Bertoldo
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:

City Hall-Gross square feet of assigned spaces.
Coconino Warehouse- Gross square feet of assigned spaces.
Single Use-Value of building utilized.

Equipment Use:

General-Inventory of assigned equipment.
ND Computer-Number of personal computers.

ND General Admin:

Personal-Number of permanent full-time equivalent positions served.
Fiscal-Total budget, capital at 10%, of units served.
Other-Direct allocation to ND General Admin-Other.

ND Employee Benefits:

Services-Number of permanent full-time equivalent positions served.

ND Insurance:

General Fund-Total budget less capital of units served.
Other Funds-Risk Management insurance costs for non-general use.

ND Consultants:

Audit & Fiscal-Total budgeted expenditures of units served.
Other Services-Direct allocation to ND Consultants-Other.

Council & Commissions:

Council-Total budget, capital at 10% of units served.
Boards-Total budget by fund, less capital carryover.

City Manager:

City Admin Personnel-Personal services of units supervised or served.
City Admin Fiscal-Total budget, capital at 10%, of units served.
Deputy Personnel-Personal services of units supervised or served.
Deputy Fiscal-Total budget, capital at 10%, of units served.

City Clerk:

Records Management-Number of boxes stored.
Other Services-Total budget, capital at 10%, of units served.

City Attorney:

Civil Division-Total budget, capital at 10%, of units served.
Criminal & Other-Direct allocation to City Attorney-Other

Human Resources:

Benefits-Number of full-time equivalent positions served.
Training-Number of permanent full-time equivalent positions served.
Recruitment-Number of FTE's served, Fire & Police weighted.
Risk Management Safety-Number of full-time equivalent positions served.
Risk Management Claims-Total budget, capital at 10%, of units served.

Management Services Admin:

Department Admin-Personal services of units supervised or served.
Other-Direct allocation to Other.

Management Services Purchasing:

Division Admin-Personal services of units supervised.
General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditure of contract administered.
Bond/Surety-Direct allocation to Community Development.

Management Services Mail Services:

Services-Number of pieces of mail processed during six months.

Management Services Grant Admin:

Services-Grant revenues.

Management Services Warehouse:

Services-Cost of items issued through warehouse.

Management Services Property Mgmt:

Services-Estimated effort spent on projects.

ND Copy Center:

Services-Actual copy center charges for twelve months.

Information Systems:

General Support-Number of personal computers supported.
E-Mail-Number of e-mail messages.
GIS-Total budget less capital of units served.

Finance:

General Account-Total budgeted expenditures of units served.
Journal Entry-Number of Receipt & Journal transactions.
Accounts Payable-Number of Accounts Payable transactions.
Payroll-Number of payroll checks issued.
Budget Programs-Number of programs.
Budget Fiscal-Total budget, capital at 10%, of units served.

Sales Tax & Licensing:

Collections-Estimated level of effort provided by Collections.
Accounts Receivable-Estimated level of effort provided by Accounts Receivable.
Other-Direct allocation to General Fund-Other.

Public Works Administration:

Director-Estimated effort expended by Public Works Director.
Secretary-Estimated effort expended by Public Works Director's Secretary.

Public Facilities Maintenance:

City Hall Custodial-Gross square feet of assigned space.
City Court Custodial-Direct allocation to City Court.
Other Custodial-Number of restrooms maintained.
Preventive Maintenance-Gross square footage of assigned space maintained.
Special Maintenance-Budgeted hours to be expended on special projects.
City Hall Maintenance-Gross square feet of assigned space.
Other Maintenance-Budgeted hours to be expended on activities.
City Hall Utilities-Gross square feet of assigned space.
Beaver Street Annex-Direct allocation to Other.
Milligan House-Direct allocation to Tourism.

Soil Remediation:

Services-Charges for services provided by Public Works Mechanical Shop.

Mechanical Shop:

Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:

City Support-Total budget, capital at 10%, of units served.
Deposit Assistance-Estimated hours of service provided.
Enterprise-Budgeted revenue of utilities and environmental services.

Field Reading-Direct allocation to utilities.

Community Development Admin:

Admin Personal-Personal services of units supervised or served.
Admin Fiscal-Total budget, capital at 10% of units served.
Devel Services-Total budget, capital at 10% of units served.

Engineering:

Traffic Engineer-Direct allocation to Highway User Fund.
Stormwater-Percentage of hours spent on projects.
ADEQ Plan-Direct allocation to General Fund-Other.
Rio de Flag-Direct allocation to General Fund-Other.
Building Permit-Direct allocation to General Fund-Other.
Other-Dollar value of permits issued in prior year.

Planning:

General Services-Total budget by fund, less capital carryover.
Development Review-Total budget by fund, less capital carryover.
Advanced Plan-Total budget by fund, less capital carryover.
Zoning-Total budget by fund, less capital carryover.
Redevelopment-Total budget by fund, less capital carryover.
Housing-Direct allocation to Planning-Other.

Contributions:

United Way-Total budget by fund, less capital.
Others-Direct allocation to Contributions.

GLOSSARY

ACTIVITY - The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADA – Americans with Disabilities Act

ADOPTED BUDGET - Formal action made by City Council that sets the spending limits for the fiscal year.

ADOT - Arizona Department of Transportation

ALLOCATION - Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS - Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

AOT - Arizona State Office of Tourism

APP – Aquifer Protection Permit

APPROPRIATION - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board. A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION - A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

ATP – Administrative/Technical Personnel

AWWA – American Water and Wastewater Association

BBB - Revenue derived from a two percent (2%) excise tax on hotels (bed), restaurants (board) and, bar receipts (booze), therefore, the "BBB" tax.

BNSF – Burlington Northern Santa Fe railroad company

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future,

called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS - Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS--PROCEEDS - Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET - A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL - The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE - The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL - Those items valued over \$5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET - The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY - Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT - Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD - Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws

and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

CCC – Coconino Community College

CDBG - Community Development Block Grant. A source of grant funding for housing projects and other redevelopment projects.

CIP – Capital Improvement program

COMMODITIES - Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY DEVELOPMENT DEPARTMENT - Refers to the following group of Divisions: Community Development Administration, Building Inspection, Engineering, Planning, Urban Design, Community Redevelopment, Metropolitan Planning Organization, Arts & Science, Drainage and Transportation.

CONTINGENCY - Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES - Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER - An organizational budget/operating unit within each City division or department.

CSR – Customer Service Representative

DEBT SERVICE - Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT - A major administrative division of the City which indicates overall management responsibility for an operation or group of related operations within a functional area.

DOJ – Department of Justice

DPS - Department of Public Safety, the enforcement division of the Arizona State Highway department.

DRB – Development Review Board

ENCUMBRANCES - Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND - An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE - The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE - This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION - The Arizona State Legislature imposed constitutional amendment which limits the annual expenditures of all municipalities. This limit is set by the Economic Estimates Commission based on population growth and inflation.

FAA – Federal Aviation Administration

FCP – Flagstaff Cultural Partners. Created by the Alliance to establish local arts, cultural and science programs.

FHWA - Federal Highway Administration

FISCAL YEAR - A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS - Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FMLA – Family Medical Leave Act

FMPO - Flagstaff Metropolitan Planning Organization

FTA - Federal Transit Administration

FTE – Full-Time Equivalent - A position, permanent or temporary, based on 2,080 hours per year. Part-time positions are converted for budget purposes to a decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part time employee working 520 hours, would be equivalent to .25 of a full time position.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE - Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD - The balance of operating funds brought forward from prior years.

FUTS – Flagstaff Urban Trail System. A multi-modal trail system used by pedestrian commuters, runners, bicyclists, hikers, and cross-country skiers. The interconnected trails link virtually every area of the city and will provide a continuous link to the Arizona Trail, connecting the borders of Mexico and Utah.

GENERAL ADMINISTRATION DEPARTMENT - Refers to the following group of Divisions: City Manager, City Clerk, Capital Management, Law, City Court, Tourism Administration, and Visitor Services.

GENERAL FUND - A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE - The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements.

The repayment of these bonds is usually made from secondary property taxes.

GOAL - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT - A contribution by the state or federal government or other agency to support a particular function.

HURF – Highway User Revenue Fund. Highway user revenues are a gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for Highways and Streets maintenance and construction.

INTERFUND TRANSFER - Amounts transferred from one fund to another.

JCEF – Judicial Collection Enforcement Fund.

LEAF – Law Enforcement Administrative Facility. A shared facility between Coconino County and the City of Flagstaff.

LERRDS – Corps of Engineers acronym for, “Lands, Easements, Rights-of-way, Relocations, and Disposals.”

LMWTP – Lake Mary Water Treatment Plant

MANAGEMENT SERVICES DEPARTMENT - Refers to the following group of Divisions: Human Resources, Information Services, Management Services Administration, Finance/Budget, Sales Tax & Licensing, and Library division.

MIS – Management Information Systems

MPO - Metropolitan Planning Organization

MRF – Materials Recovery Facility. A processing operation to sort, process and resale bulk recyclable materials collected from residential and commercial customers. The facility opened in 1998 through a public-private partnership.

NAPEBT – Northern Arizona Public Employees Benefit Trust. A joint venture combining the purchasing power for health insurance; members include the City of Flagstaff, Coconino County, Flagstaff Unified School District, and Coconino Community College.

NAU – Northern Arizona University

NFPA – National Fire Protection Association

NON-DEPARTMENTAL - Refers to the following Divisions: Contributions to Other Agencies, G.O.B.-Debt Service, Council & Commissions, Non-Departmental, Real Estate Proceeds, Firemen's Pension, Special Assessments and Transit.

NON-RECURRING REVENUE - Revenue which is a one time receipt or which is not received on a continual basis.

NPDES – National Pollutant Discharge Elimination System

NRFP – North Reservoir Filtration Plant

OBJECTIVES - A statement of specific measurable outcomes which contribute toward accomplishing the departmental mission.

OPERATING BUDGET - A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE - Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OSHA - Occupational, Safety, and Health Administration

OUTSIDE AGENCIES - Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS - Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES - All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES - Expenditures for salaries, wages and fringe benefits of a government's employees.

PFAC – Ponderosa Fire Advisory Council

PIT – Project Implementation Team. A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DEPARTMENT - Refers to both Police and Police Grant Divisions.

PRIMARY TAXES & VALUES - Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM - A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DEPARTMENT - Refers to the following Divisions: Airport, Facilities Maintenance, Cemetery, Mechanical Shop, Parks and Recreation, Environmental Services and Streets.

PURCHASED CAPITAL OUTLAY - Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES - Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESTRICTED REVENUES - Are legally restricted for a specific purpose by the Federal, State, and local government.

RFP – REQUEST FOR PURPOSAL – A request for an offer, by one party to another, based on a requested scope of services.

RSL – REVISED SERVICE LEVEL – A request for appropriation above the targeted base budget of the division. These may be for one-time purchases or ongoing expenditures.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SCADA – Supervisory and Control Data Acquisition. This is a program used by the Utilities Department.

SECONDARY PROPERTY TAXES - Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES - Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SID – Special Improvement District

STREET AND HIGHWAY BONDS - Bonds which are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

STS – Safe To School.

TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE - The amount of tax levied for each \$100 of assessed valuation.

TEA-21 – Transportation Equity Act for the 21st Century

URBAN DESIGN - Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

USDOT - United States Department of Transportation

USFS – United States Forest Service

USGS – United States Geological Survey

UTILITIES DEPARTMENT - Refers to the following Divisions: Betterments & Improvements Water District, Betterments & Improvements Water Production, Debt Service-Sewer, Debt Service-Water, Lake Mary Water Plant, Meter Reading, North Reservoirs, Utilities Administration, Wastewater Collection, Wastewater Collection Improvements, Wastewater Monitoring, Wastewater Treatment Improvements, Wastewater Treatment Plant, Water Distribution System, Woody Mountain Wells, and Reclaimed Plant.

WIFA – Water Infrastructure Financing Authority

Council Goals

The City of Flagstaff Council undertook a tremendous effort in FY 2002 to develop citywide goals that would be incorporated throughout the planning processes undertaken by the various departments and their divisions.

The Council set these broad areas and staff then developed cross-departmental teams to identify specific objectives or work programs. These work programs set the base from which all divisions developed their FY 2003 budget. All divisions had to identify their objectives within one of the goal areas.

The City of Flagstaff recognizes that this project is in its' infancy. One hurdle was cleared by the Council initiating the effort. The City will have to maintain this effort. The plan will need to be reviewed on an ongoing basis to assess both the ongoing need and relevance for the goals as well as the progress on the work program.

The following list highlights the ten major areas established by Council and the complete work plan ensues.

- **Affordable Housing**
- **Economic Development/Redevelopment**
- **Capital Improvements**
- **Public Safety**
- **Customer Service**
- **Quality of Life**
- **Fiscal Health**
- **Organizational Support**
- **Collaboration**
- **Planning for Growth**

GOAL STATEMENTS

AFFORDABLE HOUSING

GOAL STATEMENT AFFORDABLE HOUSING	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Maintain current data on housing market conditions, trends and issues. Ensure the full benefit of such data is available to the City and the general public for use in market studies, grant applications and petitions for national and state policy changes. Ensure housing plans remain current, accurate and in concert with all other City plans including the Regional Plan.	Update the Consolidated Plan (Annual Action Plan) for continued federal funding Retrieve the DDA designation to increase the chances for increased LIHTC allocations Maintain a close working/planning relationship with the New Arizona Department of Housing Raise the FHA Mortgage Insurance Limit for Coconino County Raise the Fair Market Rents for Coconino County Raise the Fair Market Rents for Coconino County	COF Planning Division
Develop policy recommendations to City Council for addressing identified affordable housing problems. Successfully Implement affordable housing policy as mandated by City Council.	Successfully implement the LDC based affordable housing incentive Ordinance (No. 2001-14) Identify multiple means to ensure long term affordability of owner occupied homes built by the private sector.	COF Planning Division
Maintain current knowledge of state of the art housing program and policy initiatives undertaken successfully by other jurisdictions. Incorporate new ideas into City programs as necessary to increase effectiveness and application	Develop a Community Land Trust Model to provide homeownership for very low income homeowners Complete an analysis of successful housing programs conducted by municipalities with similar housing market conditions.	COF Planning Division
Identify additional funding resources and secure additional funding for the expansion of existing programs and the creation of new programs.	Successfully obtain multiple grant resources from the newly establishes Arizona Department of Housing to augment CDBG funds.	COF Planning Division
Increase the supply of affordable rental housing for extremely low and low income households	Proactively cultivate the interest of multiple LIHTC developers for the construction of new and the rehabilitation of existing rental housing developments Make City land available for affordable rental housing developments where appropriate	COF Planning Division Non-profit tax credit developers For-profit tax credit developers Arizona Housing Department
Significantly reduce the substandard housing stock	Continue to fund and coordinate owner occupied housing rehabilitation programs Incorporate the elimination of severely deteriorated housing and substandard trailer parks in future redevelopment efforts.	COF Planning Division Christmas in April NACOG The Affordable Housing Coalition

GOAL STATEMENT AFFORDABLE HOUSING	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Increase the supply of entry level owner occupied homes available to low, moderate and middle income households	Continue to fund and coordinate non-profit housing construction programs to build entry level homes Coordinate partnerships with private developers to build residential and mixed use subdivisions on City owned with a variety of housing types and a minimum of 20% being entry level affordable	COF Planning Division Habitat for Humanity Affordable Housing Coalition Private Developers Private Design Professionals
Increase the amount of homeownership among low and moderate income households in Flagstaff	Continue to fund and coordinate non-profit homebuyers assistance programs providing education and loans for down payment and closing costs Continue to fund and coordinate non-profit acquisition/rehabilitation programs converting vacant and renter occupied homes into homeownership	COF Planning Division Affordable Housing Coalition NACOG
Commit appropriate parcels of City land as a resource for affordable housing. Purchase new parcels of land with proceeds received from land sales. Ensure land purchases cover a wide geographic area preventing segregation of affordable housing to one area and integrating worker housing close to existing and prospective job markets.	Continue the commitment to sell Ponderosa Homes and Rio Homes to a developer with the expertise to build a variety of housing designs requiring that at least 20% are affordable entry-level homes. Use the sale proceeds to purchase more property for the same purpose thus integrating affordable housing throughout the City. Acquire new parcels of land as appropriate throughout the City for the development of mixed income residential affordable housing developments as appropriate to be suitable to prospective employers and employees alike.	City of Flagstaff Planning Division Private Sector Developers Non-Profit Homebuyer Assistance Programs
Incorporate affordable housing components in appropriate redevelopment projects using excellent design and maximizing the livability of area functions.	Incorporate a variety of housing types and affordabilities in the residential portion of redevelopment projects	COF Planning Division Professional Planning and Architectural Firms

ECONOMIC DEVELOPMENT/REDEVELOPMENT

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Maintain and strengthen Flagstaff as the regional center for retail, employment and hospitality while enhancing the quality of life for our residents.	Job Creation: The Greater Flagstaff Economic Council (GFEC) seeks to create and maintain quality jobs (those positions that pay greater than the County median wage and offer benefits) through not only the recruitment and retention of quality employers, but also by assisting start-up companies through the Northern Arizona Technology and Business Incubator. Additional emphasis is placed on those targeted employers in the renewable energy, bio-industry, and information technology sectors in the creation of quality jobs.	Greater Flagstaff Economic Commission (GFEC)
	Technology Plans: GFEC realizes that the implementation of high-speed telecommunication technology with the specific goal of access to this technology for all residents, business and public agencies in the Greater Flagstaff area is of primary importance.	GFEC
	<p>Strategy Statement: Shift dependence to less recession-prone industries</p> <p>Research top recession-proof industries such as medical services; pharmaceuticals, government, and food services</p> <p>Develop action steps for attracting such businesses to the Greater Flagstaff area.</p>	GFEC
	<p>Strategy Statement: Take it to another level. Feed the current engine as well as develop new.</p> <p>Identify supply chain issues that are problematic with large employers in the area, including NAU, W.L. Gore & Associates, Ralston Purina, Walgreen's, and others.</p> <p>Develop recruitment and retention strategies to attract/keep those businesses, once identified, that support large employers' supply chains.</p>	GFEC
	<p>Strategy Statement: Create policy to make economic development more attractive for our desired targets.</p> <p>Develop action plans for specific areas of the community (i.e., the Airpark) in developing those qualities (labor, infrastructure, etc.) needed, and in preparation for, our target industries.</p>	GFEC

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy Statement: Demonstrate connectedness of economic development, redevelopment, and growth strategies.</p> <p>Support redevelopment plans within the community by ensuring that complementary economic development occurs in those areas.</p> <p>Develop a strategy to identify whether a lead is better suited for economic development or redevelopment, and ensure that leads are forwarded to the proper responding agency.</p> <p>Participate in all land-use planning activities to ensure that proper inventory is available for complementary economic development within the community.</p>	GFEC
	<p>Strategy Statement: Maximize sales tax and employment growth salary level.</p> <p>Identify opportunities for local companies to create jobs through the expansion of product sales and markets.</p> <p>As sales and markets grow, so does the need for quality (high-paying) employees.</p> <p>As new employees are added to the local workforce, the tax base (sales tax) grows as consumption of goods and services increases.</p>	GFEC
	<p>Strategy Statement: Maximize economic opportunity through thoughtful analysis and policy formation.</p> <p>Analyze our workforce as an economic development asset by engaging in studies to:</p> <ol style="list-style-type: none"> 1. Determine those persons who are underemployed (overqualified) in their current positions to determine currently available labor resources. 2. Determine if NAU alumni wish to remain in flagstaff and what their skill sets are. 	GFEC
	<p>Strategy Statement: CIP plan overall goal is value-added investment.</p> <p>Look for opportunities to develop (infrastructure) land inventory that will promote complementary economic development in our targeted industries.</p>	GFEC

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy Statement: Increase the economic benefits of tourism by balancing out Flagstaff's seasonality—establishing Flagstaff as a year-round destination.</p> <p>By working with the arts, educational, and scientific organizations and others, identify niche markets with high value customers.</p>	Convention and Visitors Bureau (CVB)
	Create opportunities for attractions, restaurants, etc. to benefit from non-leisure related visitors by working closely with hotels, local companies, NAU and others. E.g., create itineraries that specifically address their interests and their time constraints.	CVB
	Educate the Tucson and Phoenix media, specifically meteorologists, to inform their viewers of the correct winter driving conditions through the "Clear the Road to Flagstaff" PR initiative beginning this winter.	CVB
	Work with local groups/organizers to facilitate a convention center that would help to establish Flagstaff as a meeting center, while contributing to our tax base.	CVB
	Reestablish Flagstaff as a premier destination to the international markets by having a strong presence at the following trade shows this fiscal year: Pow Wow, Rocky Mountain Symposia, ITB and WTM.	CVB
	Strengthen regional marketing efforts (AZ Rocks, N.AZ Coalition, etc.) by positioning Flagstaff as the leader and hub of Northern Arizona.	CVB
	Set and accomplish aggressive quarterly telemarketing, sales call, and cold call goals.	CVB
	<p>Strategy Statement: Establish enthusiasm in the community for tourism-related activities to create a local base of support that would ultimately open the door to additional economic opportunities.</p> <p>Work closely with businesses and organizations such as GFEC, Chamber of Commerce, etc., to identify opportunities to tie in their goals, while increasing tourism. In addition, work to unify our marketing message to boost all of our efforts.</p>	CVB
	Along with the flagstaff Cultural Partners (FCP) and the Chamber of Commerce, explore the idea of a Cultural Pass that would enhance the art/science/cultural experiences for residents and visitors.	CVB
	Work with local media in developing stories that strive to lessen the division between visitors and residents.	CVB
	Through active recruiting, adding a non-industry seat, and imposing a directional emphasis fully utilize the power and influence of the Tourism Commission.	CVB

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Continue to strengthen and widen the efforts of "Service at Its Peak" to raise the level of service at Flagstaff area businesses, benefiting residents and visitors alike.	CVB
	Expand the distribution list for the CVB's weekly and seasonal calendar of events.	CVB
	<p>Strategy: Redevelopment Marketing</p> <p>Begin an aggressive marketing campaign in national trade magazines to raise awareness about the advantages of our community to potential developers, lenders, investors and tenants.</p> <p>A lifestyle theme will be used to appeal to specific retailers and corporations.</p>	City of Flagstaff, Community Development (CD)
	<p>Strategy: Downtown Redevelopment</p> <p>Create development scenarios that private partners will implement for a five-block area in the western portion of Downtown that will serve as a catalyst for continued growth and economic expansion of the Downtown while providing the City with additional municipal space, public parking, retail, office and housing opportunities. Examine other areas in the Downtown that might provide additional opportunities for economic expansion.</p> <p>Request for Proposals from developers to be issued in late 2002 or early 2003.</p>	CD
	<p>Strategy: East Flagstaff Gateway Area</p> <p>Complete a Redevelopment Area Plan for this area that can serve as an anchor and gateway for the City.</p> <p>The plan will include stabilization and rebuilding of the existing industrial area into a more "park like" setting.</p> <p>The Mall expansion may include additional retail offerings, housing and possibly an auto mall.</p> <p>All of this will strengthen the community's tax base while serving as an economic engine for additional redevelopment in the area.</p> <p>Work towards an expansion opening in late 2004 or early 2005.</p>	CD

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: Southside Warehouse District</p> <p>Create development scenarios for this area that private partners will implement for a four-block area adjacent to the BNSF Railway and north of Phoenix. This project will serve as the catalyst for additional investment in the Southside neighborhood.</p> <p>The project concepts will seek to preserve the Southside's culture and history while creating a vital, mixed-use neighborhood that serves as the link between NAU and Downtown.</p> <p>Depending on design concepts, issue a Request for Proposal in 2003.</p> <p>Begin working on Southside Specific Revitalization Plan in cooperation with the Housing Section in 2002.</p>	CD
	<p>Strategy: Rio de Flag</p> <p>Continue partnership with the Army Corps of Engineers to create a flood control project that can also be a major recreational amenity and multi-modal link for the community.</p> <p>This project will also remove much of the Downtown, Southside and NAU from the floodplain and allow for redevelopment and reinvestment in the area.</p> <p>Completion expected in 2005.</p>	CD
	<p>Strategy: Stone Container</p> <p>Work with the developer to create plans for a mixed-use neighborhood center that may also include some regional businesses or headquarters.</p> <p>Project should serve as an anchor on Butler Avenue and eventual link and Gateway to the Southside and NAU.</p>	CD
	<p>Strategy: Downtown Gateway East</p> <p>Explore opportunities for redevelopment of this prominent and highly visible section of the Downtown that should serve as a multi-modal link along Aspen Avenue.</p>	CD
	<p>Strategy: Downtown Enhancements</p> <p>Work to create a gateway along Route 66 through the Downtown in cooperation with ADOT and BNSF including enhancement of multi-modal transportation and resolution of the auto, train and pedestrian conflicts.</p>	CD

GOAL STATEMENT ECONOMIC DEVELOPMENT/REDEVELOPMENT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: Milton Road</p> <p>Work with the Urban Mobility Study to identify future redevelopment opportunities along this corridor that may allow us to create a better entry experience for visitors along Milton Road and adjacent streets.</p>	CD

CAPITAL IMPROVEMENTS

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITIES
<p>Plan, program, design and construct public works and facilities capital improvements through a structured, efficient and transparent process ensuring scarce public resource expenditure for the greatest benefit to the community; creating a built environment shaped through citizen involvement, reflecting community pride.</p> <p><u>Discussion:</u> The City Council realizes the importance of delivering all Capital Improvement projects on-time and on-budget through a structured program ensuring public funds are leveraged, through partnerships when appropriate, for the greatest benefit of the community. Programmed capital infrastructure expenditures facilitate a planned growth, economic development and protect existing community investments. Allocating resources through a coordinated planning and engineering process with high levels of public involvement assures our community is shaped in alliance with citizen support. Partnerships with other public and private entities leverage our resources.</p>	<p>Plan: Define each project's elements and costs through a concept-level engineering and planning effort, which engages our citizens. <u>Safe-to-School; FUTS; Bikeways; Pedestrian; Dirt Street Paving</u></p>	<p>Capital Division CD Public Works Utilities FMPO Other City Departments</p>
	<p>Program: Provide clear information and rational to match available revenues with prioritized projects funded through the adopted Capital Improvements Program. <u>All Capital Projects</u></p>	<p>Capital Division Finance FMPO CIP Committee Budget Committee Citizens Transportation Advisory Committee</p>
	<p>Design: Develop project plans with continued involvement of the community and project partners striving to enhance the built environment. <u>4th St.; Sunnyside III; Industrial Drive; Dirt Street Paving; Multi-Modal</u></p>	<p>Capital Division Funding Department Maintaining Department CD Purchasing</p>
	<p>Construct: Deliver a final product that is cost effective with a quality of workmanship that ensures a lasting value for our citizens. <u>Butler/Enterprise; USGS #6; Sunnyside II; Airport Taxiway; Soliere; Country Club; Birch Ave. Sewer; Multi-Modal; early 4th St.; Street Maintenance Program; Lucky Lane Waterline</u></p>	<p>Capital Division Funding Department Inspection Services Purchasing Contracts Management</p>
	<p>Public Involvement: Engage citizens through meaningful public dialogue and involvement ensuring consideration of their input and providing a full understanding of project impacts.</p>	<p>Capital Division Public Involvement Officer FMPO</p>
	<p>Process Improvements: Continual refinement of our internal process to ensure the most rapid delivery of projects while ensuring compliance to all legal/policy requirements.</p>	<p>Contracts Management Capital Division Risk Management Attorney's Office Purchasing</p>
	<p>Stormwater System: Implementation of system improvements through the Stormwater Utility.</p>	<p>Stormwater Management Capital Division Public Works</p>

PUBLIC SAFETY

GOAL STATEMENT PUBIC SAFETY	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The goal is to maintain a safe community through an integrated public safety system that addresses the underlying issues affecting public safety, health and quality of life.</p> <p><u>Discussion:</u> The council recognizes that the role of public safety encompasses a broad array of interrelated activities. Public order and quality of life issues must be addressed on a broad front through a partnership of shared responsibility and trust between Police, Fire, other city departments, civic organizations and the community. Community safety and well being must be built from within each neighborhood and cannot be imposed from the outside. The integrated approach of using all available resources of government, private enterprise, civic organizations and neighborhoods, each accepting shared responsibility is the optimal use of public safety services and will result in an enhanced quality of life for the community.</p>	Continue to improve upon the coordination and team approach of focusing Police, Fire, Planning & Zoning, Environmental Management, Legal and health services to efficiently address safety and health needs.	All
	Clean & Green to continue the abandoned vehicle and litter control programs in partnership with block watch and neighborhood organizations.	Clean & Green Police
	Push decision-making down to the lowest competent level to increase efficiency.	All
	Promote the PRIDE block watch program as a forum for the promotion and nurturing of a partnership of shared responsibility and trust with Police, Fire, government and residents, to identify and address those issues that are adverse to public safety and quality of life.	All
	Continue participation in after school programs as well as those during school hours that offer opportunities for education, mentoring and value building.	Police Fire Parks & Recreation
	Continue partnering of Police, Fire and parks & Recreation in joint ventures such as Teen Night, the Teen Leadership Academy, GREAT Camp and other positive youth projects.	Parks & Recreation Police Fire
	Review Park security issues, as well as the impact of alcohol on Park Use and Permit Policies.	Police Parks & Recreation Fire
	Continue participation in United Way partnerships such as the Sunnyside Neighborhood Association, Success by Six and Weed and Seed, to address social issues and foster neighborhood responsibility.	All

GOAL STATEMENT PUBIC SAFETY	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	Use every opportunity and community forum to educate residents of their responsibility to contribute to the well being of their neighborhood, community and country, by participating in the identification and resolution of those social and economic issues that adversely affect crime, the fear of crime, public health and overall quality of life.	All
	Provide sufficient resources to focus on preventive public safety initiatives such as fuel management, fire code enforcement, and development review.	Fire
	Staff, train, and equip City public safety to contend with the realized demand for service within the community.	Fire Police
	Adequately respond to realize demand for emergency services and prepare for the potential demands associated with disaster management.	All

CUSTOMER SERVICE

GOAL STATEMENT CUSTOMER SERVICE	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.</p> <p><u>Discussion:</u> The City Council recognizes the importance of partnership with the citizens of our community, specifically in staff providing good customer service, while building positive working relationships with the community.. Therefore, a customer service committee was formed a year ago to improve and strengthen customer service and relationships with the citizens.</p>	Training: Provide ongoing customer service training for all employees to ensure they understand and demonstrate good customer service and that they are aware they are always in the public eye.	Human Resources
	Employment: Include in all job descriptions a statement that excellent customer service is a job requirement. Include a question on customer service as part of the interview process for all positions. This will communicate to current, as well as prospective employees, that the City believes customer service is a priority in the delivery of the services we provide the citizens of Flagstaff.	Human Resources
	Performance Evaluations: Revise the current performance evaluation form to include a section that addresses customer service. This will hold supervisors and employees accountable for providing good customer service both externally and internally. Provide training to supervisors on an ongoing basis to ensure that employees are properly rated in this area.	Human Resources Customer Service Committee
	New Employee Orientation: Provide all new employees with an overview of expectations regarding customer service	Human Resources
	Measure Effectiveness of Program: Survey internal and external customers to determine effectiveness.	Customer Service Committee Public Relations
	Complaint Tracking: Establish a uniform process so that complaints are tracked to ensure resolution in a timely manner.	Customer Service Committee Department Heads City Manager
	Recognition/Award Program: Recognize annually employees who have provide outstanding customer service.	Customer Service Committee Human Resources Manager's Award Committee
	Annual Renewal Celebration: Celebrate each year to remind all employees of the importance of good customer service as well as highlighting accomplishments and successes related to good customer service.	Customer Service Committee
	Dress Code: Adopt employee dress guidelines that establish a minimum standard and an overall philosophy regarding personal appearance and expectations.	Customer Service Committee Supervisor

QUALITY OF LIFE

GOAL STATEMENT QUALITY OF LIFE	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.	<p>Environment: Through funding from ADEQ we will implement a permanent household hazardous waste program that will be available to residents year round.</p> <p>Expand the HHW program to include conditionally exempt small businesses.</p>	Environmental Services
Consideration will be given to quality of life preservation and enhancement in all City actions and appropriations towards open space, neighborhood and historical preservation, land acquisition, facility and park development, environmental impact and controls, view shed retention and other community identified values in order to retain the essential and appropriate balance when considering issues related to growth and development and the related economic implications.	<p>Environment: Continue to support and fund the fuel management efforts in cooperation with our regional partners.</p>	Fire Department
The City will incorporate the responsibility for enhancing quality of life as a component of every policy decision, appropriation, and governmental initiative and will always strive for a balance between growth, economic development and quality of life.	<p>Environment: Continue to support and expand our successful community wide recycling program and increase the number of businesses participating in the program.</p> <p>Increase the materials being diverted from the landfill by expanding the types of materials accepted for recycling as markets are developed and development of a municipal composting program.</p>	Environmental Services
We will recognize the diversity of our community both culturally and generationally and will strive to preserve the aesthetic values and well as our environment while promoting citizen awareness and participation.	<p>Environment: Continue to develop water resources in a manner consistent with long-term needs and resource sustainability as well as continue to develop and implement cooperative agreements with regional partners.</p> <p>Expand the use of reclaimed water resources throughout the community and continue to educate our community of the value of our water resources so that we can all make educated resource decisions.</p>	Utilities

GOAL STATEMENT QUALITY OF LIFE	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Environment: Through open space retention, reclamation and planned acquisition, we will continue to preserve our natural environment and heritage for our residents and future generations.</p> <p>Completion of the FUTS Trail primary spine and expand neighborhood links.</p>	Planning
	<p>Neighborhoods: Through implementation of Design Review Guidelines and the development of a comprehensive Gateways program, we will identify and enhance our neighborhoods and help to build a better quality and more livable community.</p> <p>Implement a Property Maintenance Ordinance, Design Review Guidelines as well as design and construct community gateways to help promote, preserve and maintain the livability of our neighborhoods.</p>	Community Development
	<p>Neighborhoods: Through the Clean & Green Committee, we will continue to listen to our citizen representatives and develop on-the-ground neighborhood conservation programs.</p>	Environmental Services
	<p>Cultural Heritage: Through the Arts & Science Commission we will continue to support local non-profits who strive to develop their outreach and build our community's dynamic cultural base.</p>	Planning
	<p>Cultural Heritage: Through Public Art Advisory Committee we will continue to support a variety of public art projects throughout the community.</p>	Planning
	<p>Cultural Heritage: Through the Historic Preservation Commission we will actively work to preserve historic sites within our community so that future generations will better understand and appreciate our rich heritage.</p> <p>Explore the possibility of expanding the Downtown Historic District or the creation of new districts to help protect historic resources in our neighborhoods.</p>	Planning
	<p>Cultural Heritage: The Library serves as a repository for our community's media based historic materials.</p>	Library
	<p>Youth & Elderly: We will continue to invest in before and after school programs, preteen and teen service opportunities, skill development, and diversion/adaptive programs as well as services for senior citizens including the many programs offered at the Adult Center and other recreation facilities.</p> <p>Pursue multi-generational facility construction and program enhancement to meet citizenry needs as established in Master Plan through 2004 bond initiative.</p>	Parks & Recreation

GOAL STATEMENT QUALITY OF LIFE	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Youth & Elderly: The Library provides a wide variety of youth and elderly services and will continue to develop it technical, multi-media format of service delivery.</p> <p>Staff will work to secure grant funding to improve the technology based information systems.</p>	Library
	<p>Parks & Recreation: Through completion of the '96 bond initiative, our residents and visitors will benefit from improved parks and recreation facilities that offer improved amenities that promote quality of life through physical opportunities and multi-generational programming.</p> <p>Community-wide priorities will be reviewed and selected through Master Plan updates for development and inclusion on the 2004 bond initiative.</p>	Parks & Recreation
	<p>Aesthetics: Continue to improve the visual quality of Flagstaff's environment through a variety of enhancement projects.</p> <p>Through continued streetscape landscaping, preservation of public spaces and protection of important views whenever possible, we will preserve the essence of our mountain community.</p>	Planning

FISCAL HEALTH

GOAL STATEMENT FISCAL HEALTH	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The City of Flagstaff shall maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written policies that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.</p> <p>Discussion: The Council recognizes that the vision and intentions of the policy makers exceeds the economic realities. In order to accomplish the plans of shaping a Flagstaff that stays true to it's quality of life interests, the strategy must include the creation of community wealth through economic development, redevelopment, the creation of new revenues and the leveraging of financial assets.</p>	Capital Improvements – work with CIP to develop comprehensive plan of infrastructure needs	CIP, PW, Finance, Utilities
	Expenditure control – consider development of incentives versus penalties relative to year-end expenditures.	Finance/ Budget team
	Fee Policies – Develop a policy of mandatory fee reviews including frequency and responsibility.	Finance
	Work Smarter –In an effort to reduce redundant work and paper work, explore electronic opportunities, i.e., online contracts, faxing of purchase orders.	EMT coordinating committee
	New Revenues – Implement fee recommendations from 2002 user fee study.	Finance
	Impact fees – Implement impact fee recommendations as desired.	Planning
	Leverage grants – Find grants for the Rio de Flag project and other projects as may be desirable.	Purchasing
	Stormwater Utility – Finalize the policies and fee structure for implementation in December 2002.	Engineering, Utilities, finance
	Cost allocation – Implement new cost allocation methodology and start process of including overhead recovery in grants.	Finance
	Water and Sewer capacity charges – Implement increased capacity charges based on 2002 analysis.	Utilities
	Public Private Partnerships – look for ongoing opportunities to coordinate infrastructure development to meet the needs of both parties.	PW, Utilities, engineering
	Fleet Purchases – consideration to extend the useful lives and years on replacement criteria.	Fleet committee
	Utilities Optimization program - Continue implementation, a program designed to reduce job redundancy and incorporate better technology.	Utilities
	ICMA benchmarking- formalize budget and decision process to consider comparative data.	Budget team
	Credit Cards – Implement the credit card program citywide to reduce cost of processing.	Purchasing
	Bond Program – based on a unfunded needs develop a bond program and financing alternatives.	Finance, CIP, PW, Fire
	Sales Tax – remove the expiration clause on the City 1%sales tax to create revenue stability.	Finance

ORGANIZATIONAL SUPPORT

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To ensure that the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognized by the Council and public as committed public servants.</p> <p><u>Discussion:</u> The City Council recognizes the importance of positioning the City as a quality employer within the community to enhance recruitment and retention of employees. To do so requires providing a compensation and benefit package to attract and retain qualified employees. The City further recognizes that to accomplish established goals requires a well-trained staff.</p> <p>An outcome of providing an excellent integrated and comprehensive level of service will be the establishment of an ongoing partnership with our citizens.</p>	<p>Compensation: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City. This will include conducting a market survey annually to ensure the City's salaries are within the market.</p>	<p>Employee Advisory Committee Compensation Committee Human Resources</p>
	<p>Job Classifications: Review job descriptions to ensure positions are systematically classified.</p>	<p>Human Resources Department Heads</p>
	<p>Training: Develop a method of identifying training needs and conducting ongoing training. This training will enhance the employees' knowledge, skills and abilities, potential for career growth, and leadership development.</p>	<p>Human Resources Department Heads</p>
	<p>Employee Support: Evaluate current and proposed programs to ensure adequate financial and organizational support to successfully accomplish the goals.</p>	<p>Department Heads Budget Team</p>
	<p>Organizational Structure: Review current organizational structure to determine relationships, organizational efficiency and effectiveness. Identify areas of existing organizational structure to identify potential improvements considering new and existing programs. Review to include appropriate staffing levels and skill requirements.</p>	<p>City Manager Deputy City Managers OD Steering Committee</p>
	<p>Performance Evaluations: Improve the City's employee performance evaluation system to provide timely, accurate, and honest employee reviews, which reflect the goals and mission of the City of Flagstaff. To provide ongoing training for supervisors in conducting performance evaluations.</p>	<p>Department Heads Budget Team Human Resources</p>

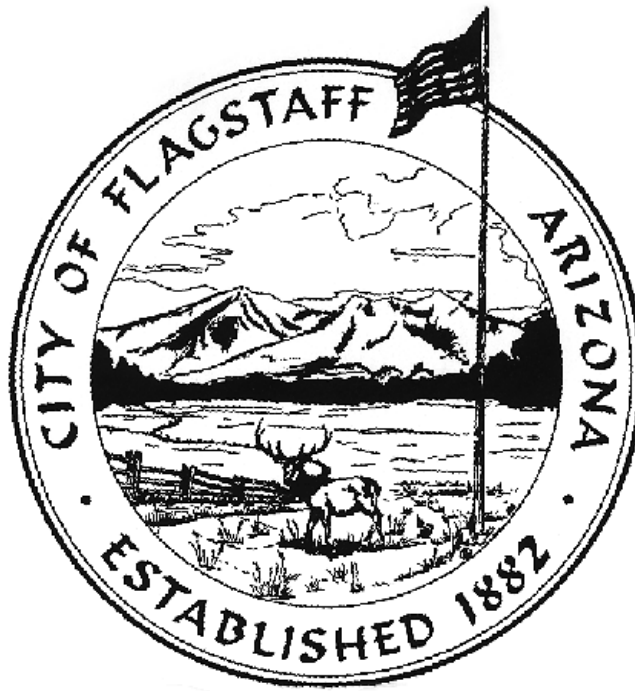
COLLABORATION

GOAL STATEMENT COLLABORATION	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.	(1) Collaborative organizational culture – external relations: Department Heads/Division Heads to seek and strengthen ties with other agencies to obtain benefits for the community from shared resources, ideas, and funding.	EMT
	(2) Collaborative organizational culture – internal relations: Develop internal education process for the review and discussion of potential interdepartmental, inter-division relationships to support collaborative efforts. Integrate the collaborative process into the routine work of the organization by developing processes and time frames during the budgetary and legislative cycles.	CM, DCMs EMT
	(3) Interest-based negotiation: Provide training in interest-based negotiation to encourage City employees to move from positional, or rights-based thinking, to the use of more productive approaches to finding common ground.	CM, DCMs EMT
	(4) Policy development: Develop resources, through entities such as NAU, to identify strategies that address rural and regional issues on a broad scale. Encourage other agencies with common goals, such as other cities, Sovereign Nations, counties, and state and federal agencies to discuss and/or negotiate various issues using these strategies.	CM, DCMs
	(5) Alliance Work Program: Strengthen the commitment to the existing collaborative structure of the Alliance to obtain maximum benefits in areas such as telecommunications, health care for employees, after-school programs and community mediation services	CM, DCMs
	(6) Municipal Policy Statement: Refine policy statement development for internal and external use.	Council, CM, DCMs
	(7) Relationships with regional partners: Formalize meetings and development of policies, as well as clarify outcome expectations with regional partners.	CM, DCMs

PLANNING FOR GROWTH

GOAL STATEMENT PLANNING FOR GROWTH	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
To shape growth, with the involvement of the community, in a manner that preserves our region's natural environment, livability, and sense of community.	Ratification of the Regional Plan by the electorate with an elaborate public information outreach program prior to the May 21, 2002 election	Planning Division
	Enter into an Intergovernmental Agreement with Coconino County to implement the Regional Plan.	Planning Division & City Council
	In conjunction with the City and County Planning & Zoning Commissions, prepare and submit to the City Council and Board of Supervisors an annual report that documents the progress made towards implementing the provisions of the IGA.	Planning Division & Planning & Zoning Commission
	Regional Plan as Decision-Making Guide: Through the development plan review process, regulatory controls, and creation and establishment of appropriate programs, master plans and incentives, and the pursuit of private/public partnerships, adhere to the policies in the Regional Plan that contain growth, promote the creation of quality traditional neighborhoods, protect the urban and regional open spaces, advance a multi-modal transportation system, facilitate the protection of our historic properties, and support reinvestment and redevelopment in the city's established areas, with the aim of providing affordable housing.	Planning Division, Planning & Zoning Commission & City Council
	Mutual Development Review Process: Implement regional mutual development review system between City & County	Planning Division
	Amend the Land Development Code as needed for compliance with the Regional Plan, including development of Traditional Neighborhood Design guidelines; development criteria and standards for the Business Park Zoning District and Mixed-use zoning; additional lighting standards for Astronomical Zone 1.	Planning Division
	Explore the potential for City and County regional funding and management of services , facilities, resources, such as parks and open spaces, and administrative structures as needed and agreed upon within the region.	
	Proceed with West Side Annexation Process	Planning Division
	IGA with government agencies: Enter into an Intergovernmental Agreement with the US Forest Service, National Parks Service, Coconino County and state agencies to protect lands adjacent to Walnut Canyon.	Planning Division

GOAL STATEMENT PLANNING FOR GROWTH	FY 2003 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>API Petitions: Submit petitions to the State Land Department through the Arizona Preserve Initiative for the reclassification of State Trust lands as suitable for conservation purposes.</p> <p>Support a statewide initiative that sets aside State Trust lands for their conservation as natural areas not to be sold or lease for development.</p> <p>Use various means to protect open spaces: Obtain designated open spaces through land exchanges, fee title acquisitions, regulatory provisions, conservation easements, and development incentives.</p>	<p>Planning Division</p> <p>City Council</p> <p>Planning Division</p>



City of Flagstaff Citizen Survey 2001

Prepared by:

Frederic I. Solop, Ph.D.
Principal Investigator

Kristi K. Hagen, M.A., M.A.
Research Operations Manager

James I. Bowie
Project Manager

Research Team:
Arian S. Coffman, Randolph A. Ottem, Anne Mottek-Lucas

Social Research Laboratory

Northern Arizona University
P.O. Box 15301
Flagstaff, AZ 86011-5301
(928) 523-1515



November 2001

City of Flagstaff Citizen Survey 2001

Table of Contents

	<u>Page Number</u>
I. Methodology	1
II. Executive Summary	3
III. Annotated Survey	7

I. Methodology

The City of Flagstaff commissioned the Social Research Laboratory at Northern Arizona University to conduct a survey of Flagstaff residents, focusing on residents' evaluations of municipal services, city parks and recreation programs, and stormwater issues. A similar survey had been conducted by the Social Research Laboratory in December, 2000; findings from the earlier survey were reported to the City of Flagstaff in March, 2001. The second survey instrument was collaboratively developed by the City of Flagstaff and the Social Research Laboratory, and featured a core block of questions from the previous survey and a series of new questions.

The survey was conducted between September 14, 2001 and September 21, 2001 with 418 randomly selected Flagstaff residents, 18 years of age and older. All adult respondents were screened for living within the Flagstaff city limits and considering Flagstaff to be their primary place of residence. Calling took place Monday through Sunday, with morning, afternoon and evening shifts. The average length of the survey was approximately 10 minutes. Fifty trained interviewers were employed to conduct the calling.

The survey utilized a random-digit dial (RDD) sampling technique to generate a representative sample of households living in the Flagstaff area. RDD produces a more representative sample of the population than most other sampling methods because all households with working telephones have an equal chance of being contacted. Listed and unlisted residential households have similar probabilities of being included in the RDD study.

The survey fielding was conducted using Computer Assisted Telephone Interviewing (CATI) technology. CATI is a system in

which computers are employed to increase the accuracy, flexibility, and efficiency of telephone surveys. The computer system maintains a database of phone numbers, engages the sampling process, schedules callbacks, and records the disposition of each call. Interviewers are trained on interviewing protocol and use of the CATI system prior to the fielding of the survey. Interviewers view survey questions on the computer screen in a programmed sequence and record respondents' answers with the use of a keyboard. Data entry errors are decreased using this system.

The "sampling error" associated with a 418 person sample drawn from a population of approximately 53,000 people is +/-5 percent at a 95 percent confidence level. "Sampling error" is a social science term that describes the probable difference between interviewing everyone in a given population and interviewing a sample drawn from that population. The percentages obtained in telephone surveys such as these are estimates of what the percentage would be if the entire population had been surveyed.

Thus, if 50 percent of those in the sample are found to agree with a particular statement, the actual percentage of agreement in the population from which the sample is drawn would be between 45 percent and 55 percent (50% +/- 5%). The 95 percent confidence level means that this +/-5 percent would occur in 95 out of 100 samples of this size drawn from the city of Flagstaff. Sampling error increases as the sample size is reduced. This must be kept in mind when comparing the responses of different groups within the sample (e.g., men versus women). Smaller numbers of respondents on any question translate into higher margins of error.

In some tables, “don’t know” and/or “refused” responses are considered to be “missing data.” Additionally, all figures are rounded off to whole numbers. Therefore, total responses to some questions may be greater or less than 100 percent.

II. Executive Summary

Quality of Life

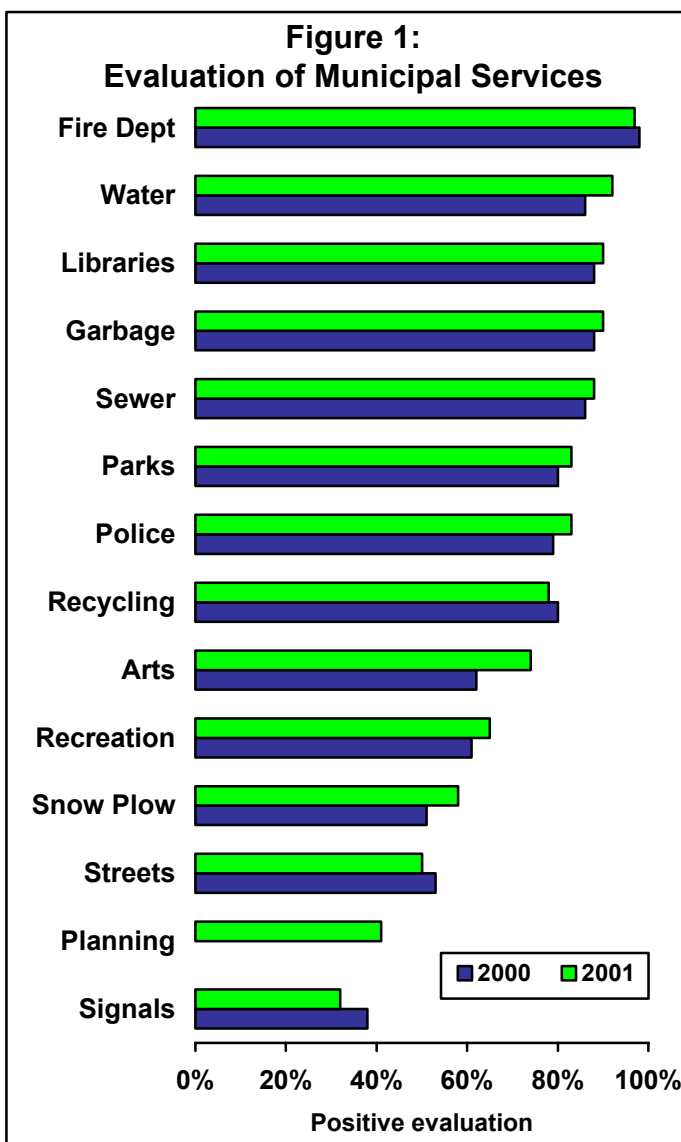
Twenty-nine percent of Flagstaff residents say the city has become a better place to live in the time they have lived here. Almost half of residents believe Flagstaff has stayed about the same during this period, while 18 percent believe the city has become a worse place to live. These results are virtually unchanged from the 2000 survey.

Over two-thirds of Flagstaff residents believe the quality of life in their neighborhoods has stayed about the same over the past year. Seventeen percent of residents say the quality of life in their neighborhoods has improved and 14 percent say it has gotten worse. These figures are also very similar to those from 2000.

Respondents were asked, “What is the one thing that the City of Flagstaff can do to most improve the quality of life in Flagstaff?” Their open-ended responses were categorized and analyzed. “Improving traffic conditions” was the most popular reform suggested by Flagstaff residents. Forty percent of respondent suggestions involved comments on the need to improve the traffic situation, up from 34 percent in the 2000 survey. Twelve percent of residents think Flagstaff’s quality of life would be improved if the City did a better job “managing growth and zoning,” a figure unchanged from 2000.

Municipal Services

Survey respondents were asked to rate the quality of various Flagstaff municipal services as “excellent,” “good,” “fair,” or “poor.” The overall rate of satisfaction with Flagstaff municipal services was unchanged from the 2000 levels: this year, 81 percent of residents said Flagstaff was doing an “excellent” or “good” job of providing municipal services to the public. Assessments of specific city services and



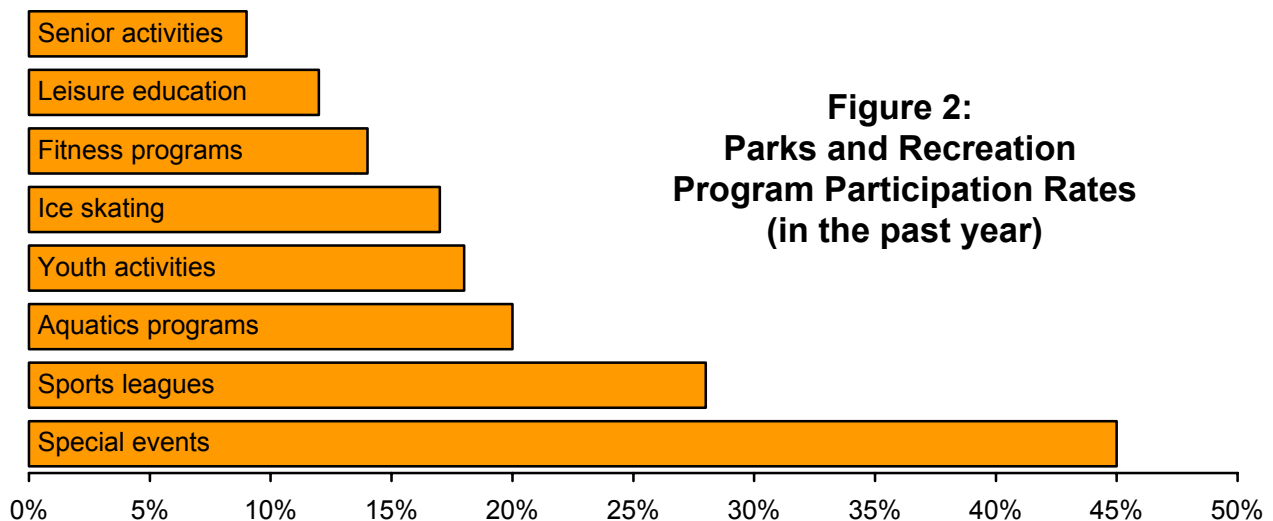
programs generally rose in 2001, relative to results from 2000. Almost all services received a positive rating from city residents, meaning that at least half of respondents rated the service as “excellent” or “good.”

As in 2000, the “fire department” received the highest level of support, with a 97 percent positive rating (see Figure 1). “Water services” followed with a 92 percent rating and “libraries” and “garbage collection” each earned 90 percent approval marks. “Sewer services,” “parks,” and the “police department” all received positive ratings over the 80 percent level.

Dissatisfaction with city “traffic signals” deepened in 2001. “Traffic signals” garnered only a 32 percent positive rating (down from 38 percent in 2000) to again finish last among municipal services. Thirty-five percent of residents rated “traffic signals” as “poor,” a sharp increase from last year’s figure of 26 percent. “Planning and Building services” received 41 percent positive support. “Street maintenance” narrowly avoided a negative assessment, dropping from 53 percent in 2000 to an even 50 percent approval measure this year.

City Parks and Recreation

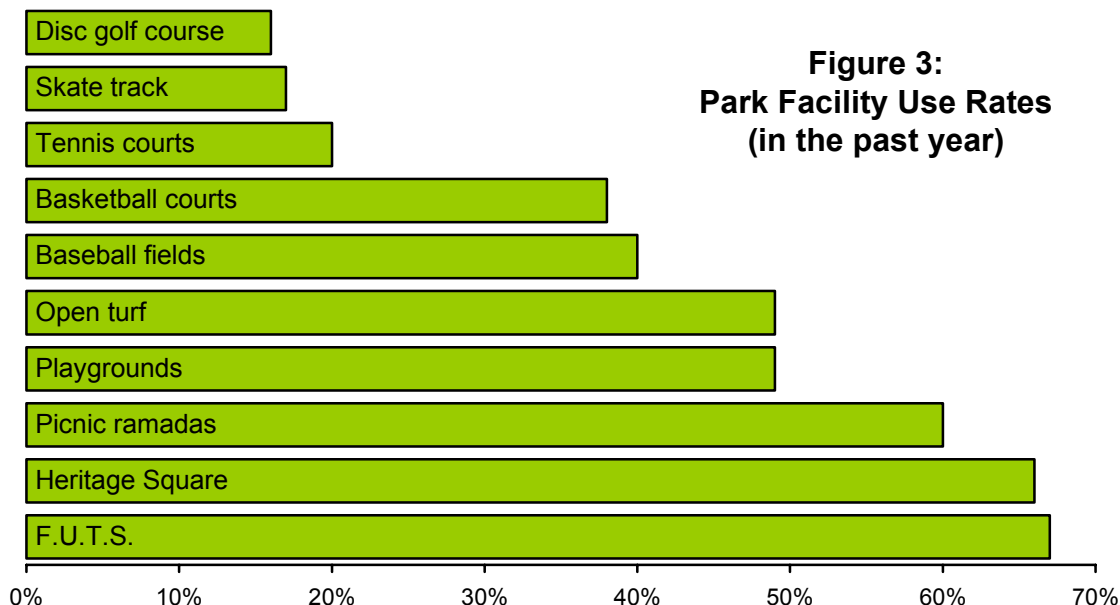
Flagstaff residents reported a high rate of participation in City Parks and Recreation programs, with 65 percent of respondents reporting some level of involvement. “Special events” such as Community Tree Lighting and the Spring Carnival proved most popular; 45 percent of city residents attended special events in the past year (see Figure 2). “Sports leagues” boasted the next-highest level of involvement, with 28 percent of respondents reporting participation in the past year.



Survey respondents also reported high levels of attendance at city parks and recreation centers. Ninety-four percent reported visiting parks (including 37 percent who said they went “very often”), and sixty-six percent of residents indicated visiting recreation centers.

City parks received high marks from survey respondents. Ninety-eight percent of respondents said parks were “very well-maintained” or “somewhat well-maintained,” and 95 percent said

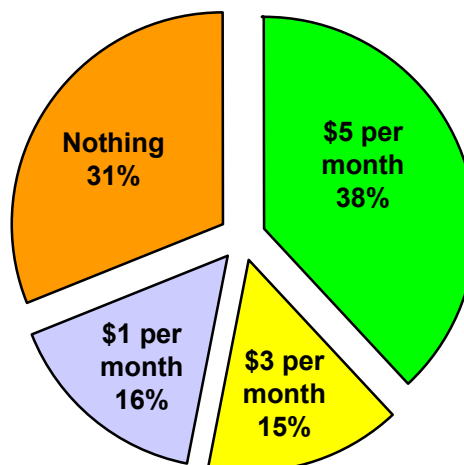
parks were “very safe” or “somewhat safe” to visit. The “Flagstaff Urban Trails System (F.U.T.S.)” was reported to be the most-used city park facility, with 67 percent saying they had accessed it in the past year (see Figure 3). “Heritage Square” and “park picnic ramadas” also had high rates of usage (66 percent and 60 percent, respectively, in the past year).



Stormwater

Slightly more than half of Flagstaff residents were aware of stormwater problems in the city, and a quarter of respondents had personally experienced such problems at home or work. Sixty-eight percent of those interviewed saw no change in the severity of stormwater problems since they had lived in the city, while 16 percent of respondents thought stormwater problems were getting better, and an equal proportion of respondents thought stormwater problems were getting worse.

**Figure 4:
How much would you be willing to pay to solve stormwater problems?**



When asked how much they would be willing to pay as part of their household water bill to solve stormwater problems, the largest group of respondents (38 percent) chose the largest sum offered, five dollars per month (see Figure 4). In contrast, 31 percent said they would not pay anything. On average, respondents were willing to pay \$2.51 per month to solve stormwater problems in Flagstaff.

It should be noted that on the second day of calling for the survey (Saturday, September 16), a large storm hit the Flagstaff area, causing extensive flooding in parts of the city. It is possible that this storm may have had the effect of heightening residents' awareness and sensitivity to the stormwater issue to levels that are not typical.

III. Annotated Survey

INTRODUCTION

Hello, my name is {STATE YOUR FIRST AND LAST NAME}, and I am calling from Northern Arizona University on behalf of the City of Flagstaff. We are not selling anything. We are calling to find out how residents feel about services provided by the City of Flagstaff. This information will be used by City officials to make important policy decisions. The survey will only take about 5 to 10 minutes to complete. Your answers are very important to us and are voluntary and confidential. I need to speak to someone who is 18 years of age or older. Would that be you or someone else?

1. Self
2. Someone else

Is now a good time to ask you a few questions?

1. Yes → (Proceed with survey)
2. No → When would be a better time to call you back? (Schedule callback)

SCREENING QUESTIONS

1. First, do you currently live within the Flagstaff city limits?

	2000	2001
Yes	100% (N=418)	100% (N=410)

2. Are you a full-time or part-time resident of Flagstaff?

	2001	2000
Full-time resident	97%	96%
Part-time resident (primary residence)	3%	4%
Total	100% (N=418)	100% (N=418)

QUALITY OF LIFE

3. In the time you've lived here, do you think Flagstaff has become a better place to live, a worse place, or has it stayed about the same?

	2001	2000
Better	29%	30%
Worse	18%	18%
Stayed about the same	47%	47%
Both better and worse	6%	6%
Total	100% (N=407)	101% (N=405)

4. Over the past year, would you say that the quality of life in your neighborhood has gotten better, gotten worse, or stayed about the same?

	2001	2000
Better	17%	20%
Worse	14%	14%
Stayed about the same	69%	67%
Both better and worse	1%	--
Total	101% (N=391)	101% (N=392)

CITY SERVICES

5. Now I'd like to ask you some questions about the City of Flagstaff. The City of Flagstaff is responsible for providing municipal services like police and fire protection, and implementing and enforcing policies for the community's well-being.

Overall, do you think the City of Flagstaff is doing an excellent, good, fair, or poor job of providing municipal services to you?

	2001	2000
Excellent	23%	24%
Good	58%	58%
Fair	15%	15%
Poor	4%	4%
Total	100% (N=415)	101% (N=406)

6. Now, I will read a list of some of the municipal services that the City of Flagstaff provides to its residents. As I read each one, please rate the quality of (*service name here*) as excellent, good, fair, or poor. If you don't have an opinion, just tell me and I'll go on to the next one.

CITY SERVICES AND PROGRAMS		RATING OF SERVICES					
		Excellent	Good	Fair	Poor	Total	
						Percent	Count
a. Libraries	2001	37%	53%	10%	1%	101%	N=342
	2000	33%	55%	10%	2%	100%	N=339
b. Parks	2001	27%	56%	15%	2%	100%	N=405
	2000	22%	58%	17%	3%	100%	N=391
c. Recreation Programs	2001	14%	51%	28%	8%	101%	N=296
	2000	13%	48%	30%	9%	100%	N=287
d. Fire Department	2001	50%	47%	3%	--	100%	N=347
	2000	42%	56%	3%	--	101%	N=331
e. Police Department	2001	34%	45%	14%	7%	100%	N=393
	2000	31%	52%	12%	6%	101%	N=389
f. Water services	2001	34%	58%	16%	3%	100%	N=392
	2000	22%	64%	12%	2%	100%	N=397
g. Sewer services	2001	21%	67%	12%	1%	101%	N=362
	2000	19%	67%	12%	1%	99%	N=376
h. Garbage collection services	2001	30%	60%	8%	2%	100%	N=410
	2000	29%	59%	10%	2%	100%	N=398
i. Traffic signals	2001	3%	29%	33%	36%	101%	N=416
	2000	6%	32%	36%	26%	100%	N=406
j. Street Maintenance	2001	8%	42%	34%	17%	101%	N=415
	2000	8%	45%	35%	12%	100%	N=405
k. Snow Plowing	2001	19%	49%	21%	11%	100%	N=390
	2000	12%	49%	29%	11%	101%	N=405
l. Community Arts and Cultural Planning	2001	17%	57%	22%	4%	100%	N=319
	2000	11%	51%	29%	9%	100%	N=313
m. Recycling Programs	2001	25%	53%	17%	6%	101%	N=394
	2000	24%	56%	15%	5%	100%	N=383
n. Planning and Building Services	2001	5%	36%	38%	21%	100%	N=309
	2000	(Not rated in 2000)					

7. What is the ONE thing that the City of Flagstaff can do to MOST improve the quality of life in Flagstaff? (*open-ended, recoded*)

QUALITY OF LIFE SUGGESTIONS	2001	2000
Better traffic flow, roads, mass transit	40%	34%
Manage growth, zoning	12%	12%
Improve, increase recreation and youth programs	8%	9%
More affordable housing	4%	3%
Improve police department / reduce crime	3%	4%
Improve recycling	2%	5%
Better communication, information	2%	2%
Assist elderly, children, needy, homeless	2%	1%
More employment, higher wages	2%	5%
Lower cost of living	2%	2%
Better snow removal	1%	2%
Nothing, no opinion, things are fine	14%	17%
Other	9%	5%
Total	101% (N=419)	101% (N=396)

Other responses:

- Beautify the community.
- Close the campuses of Flagstaff schools.
- Don't promote the downtown so much.
- Double the capacity of the local guidance center.
- Even out the economy so that a middle class forms. People are either rich or struggling.
- Fill the Skydome with Jacks football fans.
- Fire Dave Wilcox.
- Focus on providing equal opportunities for minorities.
- Get a better phone service than Qwest.
- Get rid of the City Manager. He's the biggest detriment to the city.
- Have more community activities.
- Have more community events.
- Have more trash pick-ups.
- Have the firefighters get rid of all the weeds taking over the plant life.
- Improve pet services such as the Humane Society.
- Improve the water supply by removing arsenic.
- Keep green areas.
- Lower taxes.
- Maintain green spaces between neighborhoods.
- Make use of the empty buildings.
- Offer more for people between the ages of 19 and 22.
- Pay attention to certain areas in Flagstaff, especially the mobile haven area.
- Plant more aspen trees around downtown Flagstaff.
- Promote shopping locally.
- Provide more community programs for groups of differing ages and ethnic backgrounds.
- Quit advertising for tourism.
- Quit wasting money on the airport.
- Show more concern for residents than tourists.
- Spend less on beautification.
- The city needs to get a vision and become less confused.
- Use renewable sources of energy (wind power, solar power).
- Work on pollution problems caused by vehicles and plants on Butler.

CITY PARKS AND RECREATION

The questions in this section were asked only in 2001.

8. Do you or your family participate in City Parks and Recreation programs frequently, sometimes, not very often, or not at all? (If "not at all," skip to Q. 10)

	<i>Percent</i>
Frequently	15%
Sometimes	26%
Not very often	24%
Not at all	35%
<i>Total</i>	<i>100%</i> <i>(N=417)</i>

9. Now I am going to read a list of Parks and Recreation programs. Please tell me if you or your family participated in any of these during the past year. (Asked only to those respondents who indicated in Q.8 that they participate in Parks and Recreation programs)

PARTICIPATION	<i>Yes</i>	<i>No</i>	<i>Count</i>
a. Fitness programs / lessons	22%	79%	<i>N=273</i>
b. Sports leagues	43%	58%	<i>N=273</i>
c. Ice skating programs	26%	74%	<i>N=273</i>
d. Special events	69%	31%	<i>N=273</i>
e. Youth activities	28%	72%	<i>N=273</i>
f. Aquatics programs	30%	70%	<i>N=273</i>
g. Senior citizen activities	11%	89%	<i>N=273</i>
h. Leisure Education classes	19%	81%	<i>N=273</i>

10. How often do you or your family visit a City recreation center such as Flagstaff Recreation Center, Adult Center, Cogdill Recreation Center, Jay Lively Ice Rink, or Murdock Recreation Center: very often, sometimes, not very often, or never?

	<i>Percent</i>
Very often	9%
Sometimes	28%
Not very often	29%
Never	34%
<i>Total</i>	<i>100%</i> <i>(N=416)</i>

11. The Flagstaff Parks and Recreation Department offers a variety of programs and facilities for all age ranges. Do you prefer that the Department focus more attention on senior citizens, working adults, teenagers, children, or everyone?

	<i>Percent</i>
Senior citizens	2%
Working adults	3%
Teenagers	19%
Children	10%
Everyone	67%
<i>Total</i>	<i>101%</i> <i>(N=390)</i>

12. How often do you or your family visit a City Park such as Thorpe Park, Buffalo Park, Bushmaster Park, Wheeler Park, or others: very often, sometimes, not very often, or never? (If "never," skip to Q.14)

	<i>Percent</i>
Very often	37%
Sometimes	39%
Not very often	18%
Never	6%
<i>Total</i>	<i>100%</i> <i>(N=417)</i>

13. Now I am going to read a list of park facilities in Flagstaff. Please tell me if you or your family have used any of these facilities in the past year. (Asked only to those respondents who indicated in Q.12 that they visit city parks)

PARK FACILITY USE	Yes	No	Count
a. Playgrounds	53%	48%	(N=392)
b. Tennis courts	22%	79%	(N=391)
c. Basketball / Volleyball courts	40%	60%	(N=392)
d. Baseball / Softball fields	42%	58%	(N=391)
e. Picnic ramadas	64%	36%	(N=391)
f. Disc golf course	18%	83%	(N=392)
g. Skate track	18%	82%	(N=392)
h. Flagstaff Urban Trails System	72%	29%	(N=391)
i. Open turf	52%	48%	(N=392)
j. Heritage Square	70%	30%	(N=392)

14. Do you think Flagstaff City Parks are very well maintained, somewhat well maintained, not very well maintained, or very poorly maintained?

	Percent
Very well maintained	60%
Somewhat well maintained	38%
Not very well maintained	2%
Very poorly maintained	1%
Total	101% (N=398)

15. How safe do you think Flagstaff city parks are to visit? Are they are very safe, somewhat safe, not very safe or not at all safe places to visit?

	<i>Percent</i>
Very safe	49%
Somewhat safe	46%
Not very safe	4%
Not at all safe	1%
Total	100% (N=396)

STORMWATER

The questions in this section were asked only in 2001.

16. Have you personally experienced any stormwater problems affecting your home or place of business?

	<i>Percent</i>
Yes	27%
No	73%
Total	100% (N=415)

17. In the time since you've lived here, do you perceive stormwater problems to be getting better, getting worse, or staying about the same?

	<i>Percent</i>
Getting better	16%
Getting worse	16%
Staying about the same	68%
Total	100% (N=370)

18. Are you currently aware of stormwater problems anywhere in the community?

	<i>Percent</i>
Yes	54%
No	46%
Total	100% (N=411)

19. In order to solve current stormwater problems in Flagstaff, how much would you be willing to pay as part of your household water bill? **[Read options]**

	Percent
\$5 per month	38%
\$3 per month	15%
\$1 per month	16%
Nothing	31%
Total	100% (N=382)

DEMOGRAPHICS

Now I would like to ask you a few questions so that we can classify your answers.

20. How many years have you lived in Flagstaff?

	2001	2000
Less than one year	8%	11%
1-5 years	31%	31%
6-10 years	16%	15%
11-20 years	20%	20%
More than 20 years	26%	24%
Total	101% (N=418)	101% (N=402)

21. Do you own or rent your home?

	2001	2000
Own	57%	56%
Rent	42%	42%
Other arrangement	1%	2%
Total	100% (N=418)	100% (N=408)

22. Are you currently registered to vote in Flagstaff?

	2001	2000
Yes	75%	73%
No	25%	27%
Total	100% (N=416)	100% (N=407)

23. In what year were you born? (recoded into age categories)

	2001	2000
18-34	36%	45%
35-59	50%	41%
60 and over	14%	15%
Total	100% (N=410)	101% (N=399)

24. What is the highest grade of school or year of college that you have completed?

	2001	2000
Grade school	4%	4%
High school degree	14%	14%
Some college / Associate's degree	37%	36%
Bachelor's degree	23%	31%
Post-bachelor's degree	22%	17%
Total	100% (N=418)	102% (N=406)

25. Which of the following income groups includes your total family income in the past year before taxes? Tell me to stop when I read the correct category.

	2001	2000
Up to \$10,000	10%	9%
\$10,000 to \$25,000	15%	19%
\$25,000 to \$50,000	32%	32%
\$50,000 to \$75,000	22%	24%
\$75,000 to \$100,000	13%	9%
\$100,000 to \$150,000	6%	6%
Over \$150,000	3%	3%
Total	101% (N=347)	102% (N=346)

26. Do you have any children under the age of 18 living in your home?

	2001	2000
Yes	36%	36%
No	64%	64%
Total	100% (N=418)	100% (N=405)

27. Respondent Gender

	2001	2000
Female	50%	50%
Male	50%	50%
<i>Total</i>	<i>100%</i> <i>(N=418)</i>	<i>100%</i> <i>(N=409)</i>

Thank you for your time and participation in this survey. Have a nice day.

